Government of the Northwest Territories

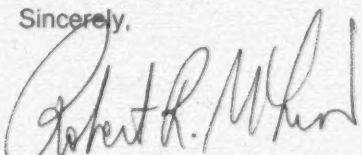
2008 Public Service Annual Report

Northwest Territories Human Resources

THE HONOURABLE PAUL DELOREY
SPEAKER OF THE LEGISLATIVE ASSEMBLY

It is my pleasure to present the Public Service Annual Report on the management and direction of the Public Service of the Northwest Territories for the 2008 calendar year in accordance with the *Public Service Act.*

Sincerely,



The Honourable Robert R. McLeod

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The sources for all statistics in this report are the Human Resource Information System (HRIS) and the GNWT Financial Information System (FIS). The information provided is based on indeterminate and term employees, and does not include casual workers unless otherwise indicated.

The Worker's Safety and Compensation Commission and the Northwest Territories Power Corporation, as independent agencies, produce their own annual reports and therefore information on these agencies is not included in this report.

This report is available at the following website:

- http://www.hr.gov.nt.ca/library/

For more information on the GNWT, please visit:

- http://www.gov.nt.ca

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MESSAGE FROM THE MINISTER

As Minister Responsible for Human Resources, I am pleased to present the 2008 Public Service Annual Report. This report provides information on the management and direction of the public service in the Northwest Territories (NWT) and has been prepared in accordance with the *Public Service Act*.

One of the priorities of the 16th Legislative Assembly has been to refocus our government. We need to achieve greater effectiveness and efficiency in how we operate and in how we deliver programs and services to the people of the NWT. In 2008, the Department of Human Resources made good progress in these areas; service delivery practices were examined, and continued improvements to human resource technology systems were made. The development of a Corporate Human Resource Strategic Plan was begun, and the final document will be instrumental in guiding the direction of the NWT public service over the long term.

Further to these plans, in 2008 a decision was made to create an online job application system which will bring our application and tracking processes up to a mainstream standard and allow greater efficiency for both applicant and employer. Phase one of this module was near completion at the end of 2008. In addition to this new technology, improvements to the PeopleSoft Self Service system continued to be made to improve functionality for all users.

As part of this holistic approach to service delivery improvements, two new departmental working groups were created to provide recommendations to increase the representation of aboriginal and disabled employees in GNWT workplaces. These working groups established relationships with local interest groups to make progress on this issue quickly.

All NWT governments, whether Territorial, community or Aboriginal, face many of the same human resource challenges. It will be especially important to focus our human resource actions during times of economic uncertainty. For example, we must develop effective and adaptable recruitment and retention strategies to ensure that we have people with the skills and talents that we need now, and for the future. We need to develop ways to strengthen and hold on to the people we hire to ensure we have a committed, skilled public service dedicated to ensuring the success of the NWT.

Once again, I would like to thank our employees for their hard work in making these changes happen and I look forward to building on our strong foundation to make even more progress in the coming year.

HUMAN RESOURCES ROLES AND RESPONSIBILITIES

The Public Service is responsible for the delivery of services to the people of the Northwest Territories including health care, corrections, housing, education, income support services, fire management, land and property, airports and highways.

The Minister responsible for the Public Service is accountable for the management and direction of the Public Service in accordance with Section 3(1) of the *Public Service Act*.

The mandate of the Department of Human Resources is to provide leadership and direction to the public service in all areas of human resource management. Fulfilling this mandate involves the recruitment and retention of a competent public service that is representative of the people it serves, the development of programs and services that effectively serve the human resource needs of the public service, and the creation of a work environment that promotes employee development, safety and wellness and that provides for positive labour/management relations. The Department of Human Resources is guided by its mission and vision:

Vision

The GNWT Human Resource Services is driven by a vision of:

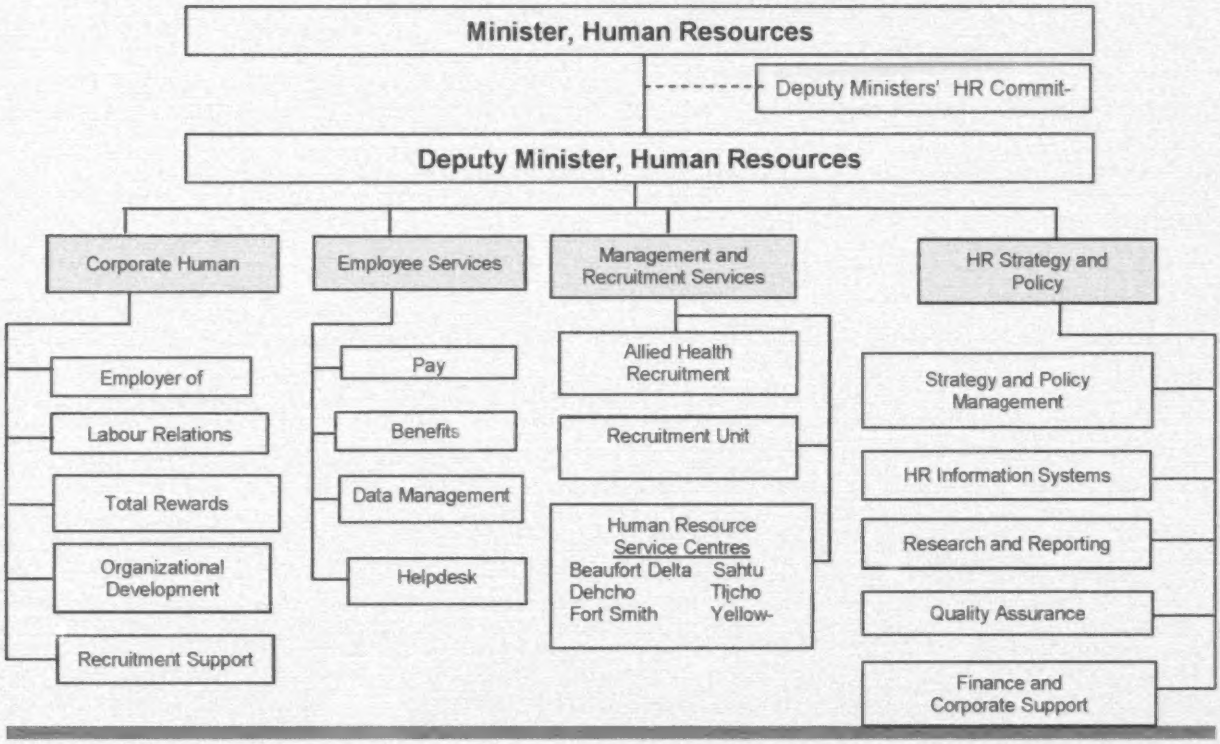
Connecting with our clients to provide leadership and excellence in human resource management.

Mission

We will achieve this vision by focusing on a mission of:

Supporting excellence in the GNWT public service through the delivery of innovative, quality human resource services.

Human Resources Roles and Responsibilities



Management and Recruitment Services Conference.

Department of Human Resources Senior Management, 2008

Premier's Awards for Excellence and Collaboration, 2008

HUMAN RESOURCES STRATEGY AND POLICY

The Human Resources (HR) Strategy and Policy Division provides long term planning through human resource strategies, policies, guidelines and legislation. The Division is responsible for policy development, management of information systems, research, quality assurance, and investigations under Workplace Conflict Resolution Policy. It also provides financial planning, records management, and communications support to the Department.

Areas included in HR Strategy and Policy are:

- HR Strategy and Policy Management;
- Human Resources Information Systems (HRIS);
- Research and Reporting;
- Quality Assurance; and
- Finance and Corporate Support.

HR STRATEGY AND POLICY MANAGEMENT

The Policy unit develops and reviews human resource related legislation and policy, coordinates with other departments on government-wide human resource policy issues and provides policy advice, information, and assistance to the Minister of Human Resources and the Department. Policy supports the development of innovation and strategic capability in the GNWT by being aware of human resource issues and trends. This unit is also responsible for reviewing human resources programs, services, and activities to ensure that they are meeting their policy and legislation obligations.

Policy and Compliance

The development, review, and revision of the Human Resource Manual (HRM) is an ongoing process which continued in 2008. The HRM contains comprehensive information on human resource management within the Territorial public service. The guidelines and procedures apply to all employees of the Government of the Northwest Territories, its Departments, Boards, Councils, Corporations, Authorities and Agencies except where specifically stated in the application section.

Collective Bargaining

One of the most important functions of Human Resources is working with employees to determine the terms and conditions of employment. As part of this function, the GNWT carries out collective bargaining with representatives of the two bargaining units identified under the *Public Service Act*:

- The Northwest Territories Teachers' Association is the bargaining unit representing GNWT teachers; and
- The Union of Northern Workers is the bargaining unit representing all other unionized GNWT employees.

The Financial Management Board (FMB) approves the terms and conditions of employment for excluded and senior management employees and Deputy Ministers.

Union of Northern Workers (UNW)

The final year of the four-year 2004 collective agreement with the UNW became effective on April 1, 2008. In October, 2008, notice to bargain for a new collective agreement was received. Negotiations began in December, 2008.

Northwest Territories Teachers' Association (NWTTA)

A new four-year Collective Agreement was reached in June 2008. The agreement was ratified by both parties and has been implemented.

Other Groups

The Department of Human Resources also leads negotiations with physicians in the NWT. These negotiations result in the master agreements for general practitioners and specialist physicians. In December, 2008, with the assistance of a mediator, a new four-year agreement was reached between the GNWT and the NWT Medical Association.

Workplace Conflict/Resolution

The GNWT recognizes the diversity of the public service and is committed to providing a workplace where all individuals are treated with dignity and respect in a non-discriminatory manner.

The *Workplace Conflict Resolution Policy (WCRP)* is in place to educate employees about the GNWT's expectation of respectful workplaces and provides, as a last resort, a dispute resolution mechanism. The WCRP includes procedures for filing a complaint and requesting an investigation into allegations of inappropriate conduct, especially those based on discriminatory grounds.

Investigations

The Department of Human Resources provides investigative services for the GNWT on human resource matters. This includes conducting formal investigations under the WCRP dispute mechanism or in instances where serious misconduct is alleged of an employee or a manager, as well as providing guidance and advice to Managers and other human resource professionals who are conducting investigations themselves.

These investigative services are provided in accordance with the *Public Service Act*, collective agreements, the Human Resource Manual, *Access to Information and Protection of Privacy Act* and Manager and Excluded Employee's Handbooks and are intended to ensure that all employees are treated equitably and that human resource programs and services are being delivered appropriately.

In 2008, 10 complaints were filed under the WCRP. Two of the 10 complaints were investigated: one of these was an allegation of sexual harassment by a co-worker, the other was an allegation of abuse of authority made against a supervisor. The remaining eight WCRP complaints were deemed to be more appropriately dealt with through other processes.

In addition to assessing and investigating WCRP complaints, the staff investigator coordinated three major investigations into misconduct. These were done at the request of the respective departments, boards and agencies.

HUMAN RESOURCE INFORMATION SYSTEMS (HRIS)

This unit manages, updates, and maintains the GNWT human resource information systems and provides user support and training for these applications. HRIS systems include PeopleSoft, Help Desk, OrgPlus Organizational Charting, Internet and Intranet services, and other integrated modules for position management, benefits administration, time and labour, payroll, and databases established to capture human resource information.

In 2008, HRIS implemented process automation within the PeopleSoft application, reducing the administrative and manual work associated with terminations, updates to security roles, salary step increases, and the leave accrual process. A photo ID application was integrated with PeopleSoft, simplifying the creation of Photo ID's for employees.

HRIS continued to research and implement improvements to employee and manager self service, such as the GNWT Logo on the self-service home page and the addition of Year-to-Date balances to the final pay cheque of the year. Improvements to the Recruitment Process, Compensation Time and Leave Balances views in Self-Service were developed for implementation in 2009.

This unit also worked closely with the Technology Service Centre and the FIS Replacement Project Team to consolidate contracts with Oracle Corporation and capitalize on updated servers and increased redundancy/disaster recovery capacity.

RESEARCH AND REPORTING

The Research and Reporting unit provides research, analysis and summaries of human resource metrics and employee demographics. It prepares monthly reports to all deputy heads on current human resource service activity, identifies trends arising from the monthly reports, and supports Quality Assurance through statistical analysis of data. This unit also compiles and prepares the Public Service Annual Report (PSAR).

QUALITY ASSURANCE

Quality Assurance monitors and evaluates human resource services and activities to ensure delivery supports effective human resource management. They also provide guidance and feedback on human resource processes and procedures.

In 2008, the primary focus of this unit was assisting with data clean with the HRIS system. A key activity during this time was monitoring, assessing and identifying possible areas of concern with data and providing advice to frontline human resource staff on best practices to rectify these issues. The unit continued to draft processes and desktop procedures manuals to ensure consistency and accuracy on all functions performed by HR staff.

FINANCE AND CORPORATE SUPPORT

Finance and Corporate Support is responsible for providing comprehensive financial and strategic planning advice to the Deputy Minister and Senior Management team. Finance and Corporate Support works in a shared service environment with the Department of Executive.

In 2008, Finance and Corporate Support reviewed all of the contracts with the Department of Human Resources and transferred them to the on-line Contract Registry.

Vendor Relations

Vendor Relations provides contract administration and oversight for the Department. Vendor relations ensures that the GNWT and the Department are receiving value for money and getting the best service possible for their contract dollars and is currently responsible for administering several programs which involve contracts including:

- Medical Travel Assistance;
- Employee and Family Assistance Program; and
- GNWT Dental Plan.

In addition, the Department also has contracts related to human resource systems and database administration.

Communications

This area provides communications planning advice and services to the Department, ensuring that Human Resources communications are managed in a strategic manner that effectively distributes information as necessary to all stakeholders, and ensures that messages are presented in a consistent fashion in accordance with GNWT and department policies and guidelines.

Communications also maintains the Human Resources' website, including graphic design/layout services and communications support, ensuring that the Human Resource section of the department's websites, publications, presentations and other communications present an image of quality and professionalism, and that they meet design standards as set out by the GNWT and the department.

In 2008, work was aimed at streamlining the communications department to enhance efficiency and accuracy. A variety of projects were undertaken to work towards these service delivery improvements, including the design and implementation of improved government ID cards, increasing the presence of communications in initial planning stages of the Department's committee work, improving internal departmental communications with ongoing updates and newsletters, making continuing improvements to the HR website and intranet sites, and working closely with divisions to develop comprehensive strategies for their communications plans.

Access to Information and Protection of Privacy and Records Management

Records Management is responsible for planning, designing, implementing and improving the efficient and cost effective management and control of the department's records in all formats. This is to ensure that information is properly stored and readily retrievable. They also develop, implement, monitor and control the comprehensive Access to Information and Protection of Privacy Program in accordance with the *Access to Information and Protection of Privacy Act (ATIPP)*, regulations, standards and guidelines.

CORPORATE HUMAN RESOURCES

The Corporate Human Resources Division is responsible for the provision of human resource management planning frameworks and strategic support services across the Government of the Northwest Territories.

The Division also coordinates government-wide human resource management planning and programs, particularly in the areas of recruitment, retention, workforce adjustment, employee recognition, management and leadership development and employee training and development.

The Division strives to provide a comprehensive and clear framework of terms and conditions of employment that:

- Is broadly used and understood;
- Promotes harmonious labour management relations;
- Results in fair and consistent treatment of staff;
- Promotes productive work environments; and
- Results in high service and ethical standards within the Public Service.

Units within the Division include:

- Employer of Choice;
- Labour Relations;
- Total Rewards Planning;
- Organizational Development; and
- Recruitment Support.

EMPLOYER OF CHOICE

The Employer of Choice Unit is responsible for the co-ordination, development and implementation of government-wide human resource management programs, initiatives and approaches including health and wellness; employee recognition; GNWT wide learning and development; affirmative action/ employment equity; and staff retention.

Health and Wellness

Guidance and advice is provided to managers on matters related to health-related absences from the workplace, as well as promoting the effective and successful reintegration of the employee back into the workplace including situations where accommodation is required for employees with disabilities as outlined in the human rights legislation.

Research and analysis into workplace health issues and trends contributes to the development of appropriate policies and procedures to support employee health and wellness. During 2008, medical accommodations resulted in 64 employees returning to work.

Employee and Family Assistance Program (EFAP)

The EFAP provides assistance to GNWT employees, and immediate family members to deal with personal problems that affect their well-being or the employee's job performance. The program is confidential and voluntary. Counsellors are available to assist individuals to deal with anxiety and stress; depression; grief; anger; financial problems; abuse; self-esteem; substance abuse and workplace problems. An EFAP Advisory Committee oversees the program and is responsible for:

- Advising on policy and procedures;
- Evaluating objectives and services;
- Contractor selection; and
- Financial accountability.

In 2008, Shepell.fgi began its second year as the GNWT's service provider for the GNWT. During the first nine months of 2008, the rate of utilization was 7.2%, with 386 individuals taking advantage of the program. This is slightly down from 413 for the same time span in 2007.

- 70% were from Yellowknife
- 30% were from other NWT communities
- 90% were employees
- 10% were dependants
- 54% of the cases were non urgent
- 46% were urgent
- 0.2% were life threatening

Employee Recognition Program

The Employee Recognition Program provides mechanisms to recognize the service and achievements of GNWT employees.

Long Service Awards

Long service awards ceremonies are hosted to honour employees for their GNWT service. Long Service Awards Ceremonies were held in Yellowknife and Regional Centres in 2008, and employees were recognized as follows:

Years of Service	Number of Employ-
5	231
10	167
15	88
20	63
25	33
30	13

Premier's Awards

The *Premier's Award for Excellence* was introduced in 2003 to recognize and reward the outstanding achievements of individuals and teams within the GNWT who strive for excellence in the workplace. In 2008, the Premier awarded five Individual and one Team award, in total recognizing the efforts of 25 devoted public servants. The Aurora College Nursing Program was given the team award for excellence.

The *Premier's Award for Collaboration* was introduced in 2007 to recognize the outstanding achievement of teams that include both Government of the Northwest Territories' employees and other territorial residents who work in partnership to improve services within the Northwest Territories. In its second year, the Premier awarded four Collaboration Team awards, recognizing the efforts of 42 individuals. The four teams were:

- Tlicho Natsedzi Nihtsi: The Tlicho Healing Wind Project - Promoting Sexual Health;
- New Deal Capital Planning Task Team and Administrator's Working Group;
- Aurora Research Institute - Mallik International Gas Hydrate Research Program; and
- The Elders' Wilderness Camp.

Entry Surveys

Employees who begin a position with the GNWT have the opportunity to complete an entry survey. Participation is voluntary. Entry surveys provide opportunities for employee input within six weeks of starting their new position and provide useful information to determine employee needs, learning and development requirements and links to the employee orientation process. In 2008, a total of 90 entry surveys were completed. The response rate among all employees sent an entry survey was 19.3%.

Exit Surveys

Employees who leave their positions have the chance to complete an exit survey. Participation is voluntary. Exit surveys provide useful information to address employee needs and improve working conditions. In 2008, a total of 127 exit surveys were completed. The response rate among all employees sent an exit survey was 36.5%.

Employee Satisfaction and Engagement Survey

The Bureau of Statistics, on behalf of Corporate Human Resources, conducted the Employee Satisfaction & Engagement Survey for the second time in February 2008.

The number of employees who participated in the survey increased by 10% from the previous survey in 2006. The results of the 2008 survey were very similar to the results of the 2006 survey, with almost 88% of survey respondents indicating they have a positive working relationship with their co-workers; over 86% of employees know how their work contributes to the achievement of departmental goals and feeling their job was a good fit with skills and interests; just under 50% of employees in the GNWT feeling they are inspired to give their very best.

The Employee Satisfaction and Engagement Survey provides an excellent snapshot of employee satisfaction and the findings will assist the GNWT in identifying steps to continue to improve workplace engagement. Complete survey results can be found at http://www.hr.gov.nt.ca/library.

Learning and Development

In consultation with managers, the Employer of Choice unit identifies, develops and implements learning and training opportunities for employees of the GNWT Public Service to ensure that they have the necessary knowledge and skills to carry out their duties effectively.

A Human Resources training calendar and registration system is available to employees through the GNWT web site. In 2008, 64 workshops and courses were delivered to 897 participants. The table below shows the types of courses offered to employees. Two types of courses offered were:

Wellness Seminars

Five 1-hour noon wellness seminars were held between October and December 2008. These seminars focused on employee well-being and gave participants the opportunity to experience new perspectives and skills for use in their work and home environments. The noon-hour sessions were delivered on-site in Yellowknife and teleconferenced to all the regions.

Management Skills Series

Every manager needs a core set of skills and information in order to deal effectively with their staff, their budgets, the organization and their clients. The Management Skills Series was created to address this need as part of our commitment to improving and enhancing the knowledge and skills of managers. The series offers a group of in-house workshops designed to provide GNWT-specific skills for new and current managers. The courses are offered as half or full day sessions so managers can pick up the series in a year's time without having to take a full week away from the office.

In 2008, 33 workshops aimed at developing management skills were held with an average of 10 participants per workshop (311 participants in total).

Course Type	Region						
	Yellowknife	Beaufort	Dehcho	Fort	Sahtu	Tlicho	Totals
Communications Skills	27						27
Management	50	3		9	10		72
Management Development Se-	268	40	2			1	311
Orientation	28	1	4	4	2	3	42
Other	188	29	31	67	12		327
PeopleSoft Self-Service Train-	27	2	2	4	2	1	38
Wellness Seminar	64			15	1		80
Total # of Participants	652	75	39	99	27	5	897

Management Development Program

The University of Alberta delivers the Management Development Program aimed at Emerging, Middle and Senior Managers. The content of each program is adapted to the specific level of management. The Emerging program consists of four two-day sessions, the Middle and Senior program both consist of five two-day sessions, spread out over 18 months.

In 2008, the Emerging Managers' stream had 32 participants who are scheduled to complete the program in May 2009; the Middle Managers' stream had 28 participants who are scheduled to complete the program in December 2009; and the Senior Managers' stream had 24 participants who are scheduled to complete the program in April 2009.

Staff Retention

The GNWT values the members of its public service and the work that they do. The Staff Retention Policy outlines the GNWT's commitment to the retention, retraining and development of existing staff and provides a proactive approach to assisting staff whose positions have been eliminated due to organizational change. Under the Staff Retention Policy, affected individuals are provided with re-employment support for eight weeks prior to, and 13 weeks after, receiving an official layoff.

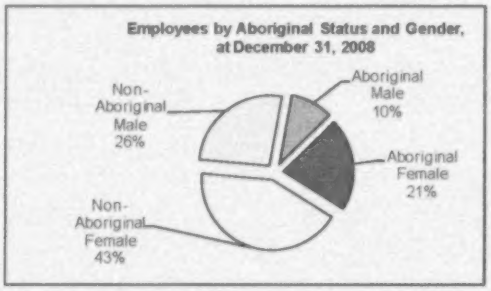
In 2008, there were 63 affected employees as part of the budget reduction exercise. Of the 63 employees whose positions were to be eliminated in the 2008 and 2009 fiscal year. As of December 31, 2008:

- 35 found other jobs within the GNWT;
- Eight were eligible for retirement;
- Two were on Transfer Assignments;
- 10 selected the lay off option;
- Two were on long term sick leave;
- Four resigned; and
- Two were outstanding.

There were an additional 28 affected employees outside the budget reduction. Of the 28 employees, 20 were redeployed, six chose the option of Separation Assistance, one employee took Severance Priority and one employee went on Education Assistance.

Affirmative Action

The Government of the Northwest Territories (GNWT) is committed to having a public service that is representative of the population it serves. In 1989, the GNWT implemented the Affirmative Action Policy in an attempt to meet this goal.


Employees by Aboriginal Status and Gender, at December 31, 2008
Non-Aboriginal Male 26%
Aboriginal Male 10%
Aboriginal Female 21%
Non-Aboriginal Female 43%

The GNWT gives preference in employing the following groups:

- Indigenous Aboriginal Persons;
- Indigenous Non-Aboriginal Persons;
- Resident Persons with Disabilities; and
- Resident Women in Management and Non-Traditional Occupations.

The Department of Human Resources is responsible for interpreting and reviewing the policy's application in areas such as management and non-traditional occupations. A report is produced annually on hiring practices in an effort to monitor the effectiveness of the policy.

At the end of 2008, there were 1,421 Indigenous Aboriginal employees representing 31% of the public service. Women represented 35% of senior managers with 63 female employees in senior management. There were 29 Indigenous Aboriginal senior managers which represented 16% of employees in senior management.

Education Leave

An employee who wishes to take full-time post-secondary studies lasting at least one academic year or to take academic upgrading to qualify for post-secondary studies may apply for Education Leave. The studies must be taken at a recognized Canadian university, college or technical institute. Approval of Education Leave is subject to budgetary constraints but, when granted, provides a guarantee of re-employment after completion and may, with Deputy Head approval, provide partial allowances in lieu of salary.

A total of 51 employees were on Education Leave during 2008, 28 on education leave with pay and 23 on education leave without pay. At the end of 2008, there were 15 employees still on education leave.

Transfer Assignments and Secondments

Transfer assignments are a tool used by the GNWT to provide employees with opportunities to broaden their work experience and gain knowledge of other departments/units. These temporary work placements also allow the GNWT to meet short-term human resource needs that cannot be met through the open competition process. During 2008, 267 employees took a transfer assignment. There were 94 Indigenous Aboriginal employees who took a transfer assignment, three of which were to senior management positions. There were 172 women on transfer assignments, five of which were to senior management positions.

At the end of 2008, there were still 261 employees on transfer assignments.

Secondments involve the temporary assignment of a government employee to a position in an outside organization or a non-government employee to a position within government. During 2008, four employees were on secondment from the GNWT and continued to be on secondment at the end of 2008.

Employee Documentation and Orientation

The Department of Human Resources documents all new employees, providing them with information on pay and benefits as well as terms and conditions of their employment with the GNWT. It is essential that new employees attend Documentation sessions. Documentation sessions are provided on site at Headquarters and Regional offices, and will be provided to employees in other communities by phone and e-mail. The following information is covered in a Human Resources Documentation Session:

Benefit Information

- Dental Plan
- Employee Assistant Program
- Medical Travel Assistance
- Public Service Management Insurance Plan
- Supplemental Death Benefit
- Disability and Long Term Disability Insurance
- Leave Information
- Public Service Health Care Plan
- Superannuation

Pay Information

- Canada Payroll Savings Plan
- Direct Deposit Information
- Taxes
- Deductions
- Northern Allowance
- United Way Payroll Deduction Program

Terms and Conditions of Employment

- Code of Conduct
- Government Identification Card
- Self Service
- E-mail/Internet Access
- Oath of Office and Secrecy
- Union Dues and UNW Collective Agreement

GNWT Orientation

A GNWT orientation for new employees was introduced in 2007. The orientation provides new employees with information on:

- The Northwest Territories
- The Structure of the GNWT
- Employer Rights and Responsibilities
- The structure of Government and the Political Environment
- Employees' Rights and Responsibilities
- Highlights on the GNWT's Compensation Package

In 2008, 43 employees attended the four orientation sessions that were offered in Yellowknife and through the use of the internet for regional employees. A summer student orientation session was also delivered in June with 68 summer students attending.

Departmental Orientation

Each department, board and agency is responsible for providing new employees with a departmental orientation including hours of work, shift schedules and call back information.

LABOUR RELATIONS

Labour Relations provides interpretations and advice to departments, authorities and agencies with issues that arise from the employment relationship. Labour Relations also provides ongoing training to managers and supervisors concerning the GNWT Code of Conduct and the grievance process. The Legal/Legislative Framework includes:

- *Public Service Act* and Regulations;
- *NWT Human Rights Act;*
- *Safety Act;*
- *Union of Northern Workers' Act;*
- *Northwest Territories Teachers' Association Act;*
- *Arbitration Act* and Arbitration Jurisprudence;
- *Education Act;*
- Civil Court Decisions; and
- Excluded Handbook and Managers' Handbook.

Labour Relations Training

Intensive two-day workshops are provided supervisors, managers, and senior management who are responsible for managing the performance of employees. These workshops provide participants with the requisite knowledge on GNWT policies and procedures regarding such topics as progressive discipline, medical termination, abandonment of position, suspension pending investigation, and attendance management.

In 2008, Labour Relations facilitated eight workshops: three in Yellowknife and one in each of the communities with a regional Human Resources Service Centre (Hay River, Fort Smith, Fort Simpson, Norman Wells and Inuvik). Behchoko employees participated in the workshops in Yellowknife.

Grievances and Arbitrations

The grievance and arbitration processes are important tools used in the resolution of disputes between employees or the unions and the GNWT.

Grievances

A grievance is a statement of dissatisfaction, usually by an individual but sometimes by the Union or management, concerning the interpretation or application of a provision of an act, or regulation, direction or other instrument made or issued by the Employer. These deal with the terms or conditions of employment, a provision of the Collective Agreement or Arbitral Award, disciplinary action, dismissal and letters of discipline.

There was a decrease in the number of grievances referred to arbitration in 2008 as compared to 2007. In 2007, 122 grievances were referred to arbitration; in 2008, 66 arbitrations were referred to arbitration.

Arbitrations

Arbitration provides for final resolution of disputes. Management of arbitrations is a joint process between the Union and the Employer, requiring agreement between the parties on how to reach resolution. The UNW/PSAC and the GNWT meet regularly to agree on the appropriate resolution of outstanding grievances: settlement, withdrawal, or proceeding to an arbitration hearing. Human Resources has also streamed-lined processes, effective April 1, 2008, to promote resolution of grievances before they are referred to arbitration.

There are two types of arbitration: expedited and formal. Expedited arbitration allows grievances to be heard and decided relatively quickly. They are less complex, specific to an individual grievor, limited evidence and no witnesses. Although awards given through the expedited process are binding, they are not precedent setting. Formal arbitrations are more complex, have a wider impact, and require testimony from witnesses. Formal arbitrations are precedent setting and form part of the Collective Agreement.

In 2008:

66 grievances were referred to arbitration;
- Eight of these grievances have been resolved;
  - Four were withdrawn by the Union;
  - One was upheld at arbitration;
  - Two were granted by the Employer; and
  - One was settled by agreement between the Union and Employer.

54 outstanding grievances from previous years were resolved in 2008:
- 23 were withdrawn by the Union;
- Four were decided at arbitration;
- Two were granted by the Employer; and
- 25 were settled by agreement between the Union and Employer.

237 grievances remain outstanding.

Staffing Appeals

The staffing appeal process allows a GNWT employee or an affirmative action candidate, who has applied to a position within the GNWT, to request a review of the competition if they believe that the competition process was flawed. The staffing appeal hearings provide objective reviews of the staffing process, including the application of the Affirmative Action Policy.

Appeals are heard by independent Staffing Review Officers. In 2008, there were five (17.2%) appeals upheld and 24 (82.7%) denied for a total of 29 appeals.

TOTAL REWARDS PLANNING

The Total Rewards unit is responsible for planning, developing, recommending, implementing and coordinating innovative compensation and benefit programs. The unit provides the analytical/research support required to implement total reward strategies, compensation costing and advises on compensation/benefit related issues. The Total Rewards unit is also responsible for the administration and operation of the Hay method of job evaluation for all public service positions in the GNWT (except teachers and deputy ministers).

Job Evaluation

All public service positions in the GNWT (except teachers and deputy ministers) are evaluated using the Hay Method of job evaluation. This process evaluates jobs on skill, effort, responsibility and working conditions. The section ensures that appropriate job evaluation procedures are developed and implemented, and is responsible for providing technical expertise in job evaluation. In 2008, there were 250 new positions evaluated, of which 103 positions were upgraded and 159 positions downgraded. Job evaluation inactivated 354 positions and reactivated 72 positions. There were approximately 290 positions unchanged.

Job Evaluation Appeals

Appeal mechanisms exist to allow employees who are members of the bargaining unit or who are excluded from bargaining unit membership to appeal the evaluations of their jobs. Five job evaluations were heard and three appeals were outstanding at the end of 2008. Two appeals resulted in an increase to the evaluation and the pay ranges and three appeals resulted in no evaluation change.

Compensation Research

The Total Rewards Unit is responsible for designing, developing and conducting research to provide information, analysis, alternatives and recommendations on the development and/or amendments to compensation programs.

Benefits Analysis

The Total Rewards Unit is responsible for analyzing, designing, developing and making recommendations on the creation of new, or on changing existing, GNWT wide benefits programs to ensure that the GNWT employee benefits package remains current, competitive and is in keeping with the GNWT's strategic objectives.

Organizational Development

Guidance and advice is available to senior management in bringing about planned change to increase an organization's effectiveness. When organizational changes are required to align the organization with strategic direction, new programs, program growth or staff development advice and guidance with respect to human resources is available, the Organization Development unit can guide the process of focusing, equipping, and engaging departmental management and staff in organizational planning, design, and implementation to assist in ensuring organization results in the most effective and efficient use of human resources. In advising on the overall organizational structure and process, the unit also assists with the supporting components of ensuring that accountabilities, interrelationships and reporting relationships are clear, logical and well defined.

Performance Management

Performance management advice, guidance and tools are available for managers and supervisors to assist them in effectively managing their workforce. Performance management is an ongoing process that establishes a work environment that supports employees in performing to the best of their abilities.

Effective performance management integrates individual planning and performance with the goals of the organization and includes a number of components such as defining performance objectives, performance appraisals, recognition of performance, and identifying individual development needs.

Organizational Design

With good organizational design, a department, board or authority can make effective use of limited resources while providing the employees within that organization with opportunities for growth and fulfilling work. The structural design impacts on pay levels for positions, work relationships and workflow, which in turn can enhance or detract from effective service to the public or other client groups. The challenge is to provide a service that is actively sought by management prior to organizational change rather than during the final evaluation process when obstacles are more difficult to overcome.

Succession Planning

Succession and Workforce Planning advice and guidance is provided to managers to assist them with the ongoing process of assessing their workforce and taking proactive steps to ensure they have the right people in the right place at the right time.

RECRUITMENT SUPPORT

The recruitment and retention of a qualified and capable northern public service is a priority of the GNWT. To this end, the Recruitment Support Unit is responsible for the provision of specialized recruitment advice, analysis and support as well as the development, planning and implementation of specialized recruitment programs, strategies and initiatives for the GNWT. These services include the co-ordination of the Northern Graduate Program (interns, teachers, nurses, social workers); casual employment; the Summer Student Employment Program (REP and PEP); Student Support (Bursaries), Mentorship Programs (CHN Development Program, Advanced Nurse Mentorship, Social Work Mentorship, etc.); and marketing and promotion.

A major challenge is to increase the availability of qualified individuals for positions within the public service by developing territorial, national and in some cases international recruitment strategies to attract potential applicants into hard to fill positions in the GNWT.

Northern Graduate Employment Program

The purpose of this program is to assist northern post-secondary graduates gain valuable work experience in their chosen field of study by offering them employment. The program provides development workshops and support for permanent placements following internships. Other elements of this program include:

- Employment promotion and recruitment;
- Graduate employment for nurses;
- Graduate employment for social workers;
- Graduate employment for teachers;
- Graduate internships (Public Service);
- Graduate transition program (Private Sector Internships);
- Career development workshops; and
- Job placement support.

Graduate Internship Program - The Graduate Internship Program provides up to one year of employment to recent graduates in their field of study. In 2008, 24 graduates were provided internship opportunities across the Northwest Territories. Due to a budget reduction exercise performed in early 2008, the number of internships available decreased by 35% from 2007, although the number of applications by graduates increased by 220%. 38% of graduates receiving internships in 2007 remained employed with the GNWT in 2008.

Graduate Employment Program - The Graduate Employment Program guarantees jobs to northern graduates. In 2008, 17 graduates were hired; 10 nurses, 2 social workers and 5 teachers. This was an increase of 21% over 2007.

Mentorship Programs

The GNWT offers formal mentorship programs for new employees in the areas of nursing and social work with a goal toward improving retention and reducing employee turnover. Mentors who are long-term employees are paired with new employees to provide them with support and assistance during the transition into the workplace and new community. Mentors are provided with additional compensation for these added responsibilities. New nurses and social workers are assigned mentors as required.

In 2008, Corporate Human Resources, on behalf of the Department and Health and Social Services, provided support to 29 NWT Registered Nurses through the Advanced Nurse Mentorship Program, Community Health Nurse Development Program and the Nurse Graduate Employment Program. Additional support was provided to 16 Nurses in order to consolidate newly acquired skills obtained through the Introduction to Advanced Practice course delivered through Aurora College.

Support was provided to two Social Workers through the Social Work Employment Program, although this number is expected to increase significantly in 2009, as graduates exit out of the Social Work and Indigenous Wellness and Addictions Programs.

Northern Student Employment Program

The Northern Student Employment Program offers northern students with an opportunity to gain work experience through the summer within the GNWT. A major goal of this program is to expose students to the variety and depth of careers available within the Public Service and encourage them to consider the GNWT as a preferred employer after graduation.

In 2008, 281 northern students were hired, of which, 63% had been previously employed through the program. The program experienced a 16% decline in the number of hires from 2007. A contributing factor to the decrease can be attributed to a budget reduction exercise performed early in 2008.

The program provides:

- Priority hiring status for students during the summer months, particularly for those jobs relevant to the students' areas of study;
- Information about potential summer employment;
- Orientation and career development workshops. Summer student orientations were held in Yellowknife, Fort Smith and Inuvik during the Summer of 2008;
- Exit interviews for students;
- Progressive Experience Program; and
- Relative Experience Program.

Progressive Experience Program - The Progressive Experience Program (PEP) provides support to departments, boards and agencies in order to develop relevant skills and experience within northern students, in turn leading to future recruitment and retention of a northern workforce. In 2008, 79 positions were supported.

Relative Experience Program - The Relevant Experience Program (REP) assists Health and Social Service Authorities and Agencies in supporting northern post-secondary students enrolled in health care or social services programs to gain experience relative to their field of study. Students work under the supervision of a health or social services professional in an acute care, or a regional/community office setting. In 2008, 49 positions were supported.

Marketing and Promotion

The Recruitment Support Unit is responsible for developing and implementing marketing and promotion activities to support the recruitment of a qualified public service. Recruitment initiatives continue to become more sophisticated with advances in technology, as does the GNWT's overall perception of how the public service must compete in attracting professionals to the unique opportunities available within the Northwest Territories. As the nation's demographics continue to shift, traditional methods of recruitment are becoming less relevant and effective.

To this end, a much more robust and targeted online presence is being developed in order to connect and reconnect with potential candidates through the use of Customer Relationship Management tools. These tools target both the active and passive job seeker and reinforced with consistent messaging of employer attributes. On behalf of the Department of Health and Social Services, the Recruitment Support Unit has developed a Health Recruitment Portal and has realigned its recruitment tactics to reflect the way job seekers are receiving information.

Casual Recruitment

The GNWT has an ongoing need for people to do work of a temporary nature for a specific period in a variety of areas. In order to shorten the time frame for hiring casual employees into the public service and minimize the workload of individual departments in the hiring process, new streamlined procedures were implemented on a pilot basis in 2007 that include:

- Pre-employment testing of individuals who are seeking administrative positions to ensure only qualified applicants are being forwarded to individual departments for interviews. In 2008, 69 candidates have been tested.
- Pre-screening has been introduced and references are checked when a department shows interest in hiring an applicant.
- Applications are contacted monthly and asked about their employment status in order to maintain an accurate and updated Casual Workforce database.

A total of 771 candidates are maintained on the Casual Workforce Database, of which 408 have received employment within the GNWT on a casual basis in 2008.

MANAGEMENT AND RECRUITMENT SERVICES

Management and Recruitment Services Division provides "front line" human resource services to managers and employees. The division is responsible for recruitment, labour relations support, and employee development. These services are delivered through Human Resource Service Centres located in Behchoko, Fort Simpson, Fort Smith, Hay River, Inuvik, Norman Wells, and Yellowknife.

Areas included in Management and Recruitment Services are:

- Human Resource Services;
- Recruitment Unit; and
- Allied Health Recruitment.

HUMAN RESOURCE SERVICES

Responsible for providing general human resource services including recruitment, labour relations advice, job description preparation, employee development, support for human resource planning and employee recognition for all GNWT managers.

Recruitment

Management and Recruitment Services implements recruitment strategies/initiatives designed to assist Departments and Agencies to fill vacant positions with suitable candidates.

In 2008, the number of staffing actions carried out by the Department were as follows:

Hires	Separations	Transfers	Promotions
677	709	414	122

Direct Appointments

Direct appointments are used to support the hiring and development of northern employees and to allow for unique staffing circumstances to be addressed where recent recruitment efforts were unsuccessful. Direct appointments are approved by Cabinet. Some of the circumstances for direct appointments include (but are not limited to): interns, Graduate Placement (Health professionals, Social Workers, and Teachers), Ministerial staff, etc.

During 2008, 64 employees were appointed directly into positions. Of these appointments, 31 were indigenous aboriginal, nine were indigenous non-aboriginal and 24 were non-aboriginal employees. There were 18 direct appointments made to senior management, seven were to women and seven were to indigenous aboriginal employees. In addition, one woman was direct appointed into a non-traditional occupation. One intern was direct appointed into a position, one direct appointment was made to a nurse graduate, six were appointed into ministerial positions and two previous interns were direct appointed into indeterminate positions.

Employee Recognition

Management and Recruitment Services staff provide advice and support services for effective employee recognition in assigned department/boards.

Labour Relations Advice

Management and Recruitment Services staff, as front line human resource representatives, assisted departmental managers in promoting healthy labour/management relations by assisting with labour relations issues, which may lead to arbitration or termination. Services were provided in collaboration with Labour Relations Specialists.

Job Description Preparation
Management and Recruitment Services staff ensure departmental managers receive assistance in the review of existing and the development of new job descriptions for all positions to be submitted for evaluation.

Employee Development
Management and Recruitment Services staff provide advice and support services for employee development in departments/boards by: providing advice to help management set priorities for training and development; preparing employee development plans and identifying options and opportunities for developmental activities for individuals and department/board-wide.

Support for HR Planning
In collaboration with Corporate Human Resource Services, Management and Recruitment Services staff provide strategic human resource management advice and human resource planning support to department/board senior management.

RECRUITMENT UNIT
The recruitment and retention of qualified staff is a priority of the GNWT. The recruitment unit, established April 1, 2008, anticipates and recruits staff to support specific departmental and sectoral recruitment activities.

The unit also ensures consistency in the level of service and quality of advice provided to the GNWT while at the same time offering creative and flexible alternatives to recruitment and retention challenges.

The number of competitions held by region in 2008 are shown below:

Number of Competitions by Region, December 31, 2008

Region	# of Competitions
Yellowknife/North Slave	403
Beaufort Delta	181
Dehcho	53
Fort Smith	93
Sahtu	47
Tlicho	14
Total # of Competitions	**791**

Job Share
In January 2007, a new Job Share Letter of Understanding was approved allowing the GNWT to hire nurses on a job share basis, with a minimum rotation schedule of six weeks in and out. The previous minimum rotation schedule was three months. As at December 31, 2008, 26 nurses are working in extended job share arrangements, filling 13 previously vacant positions.

ALLIED HEALTH RECRUITMENT

The Allied Health Recruitment unit is responsible for specialized recruitment of public service health care professionals, and results in the ability to identify and react to changes in health care personnel needs and the use of candidate pools to fill multiple needs across the NWT. The unit recruits health care professionals for the seven health authorities: Beaufort Delta Health and Social Services Authority, Dehcho Health and Social Services Authority, Fort Smith Health and Social Services Authority, Sahtu Health and Social Services Authority, Stanton Territorial Health Authority, Tlicho Community Services Agency - Health and Yellowknife Health and Social Services Authority.

Nursing professionals include Registered Nurses, Community Health Nurses, Public Health Nurses, Homecare Nurses, Nurse Practitioners, and Midwives. In 2008, 86 nursing professionals were hired into the authorities.

Social Work professionals include Social Workers, Home Support Workers, Mental Health and Addiction Workers, Attendants, Residential Care Aids and Ambulance Workers. In 2008, 25 social work professionals were hired into the authorities.

Allied Health professionals include Audiologists/Hearing Aide Practitioners, Dental Therapists, Laboratory Technologists/Technicians, Nutritionists/Dieticians, Occupational Therapists, Ophthalmology Technicians, Pharmacists, Physiotherapists, Respiratory Therapists and Speech/ Language Pathologists. In 2008, 18 allied health professionals were hired into the authorities.

EMPLOYEE SERVICES

The Employee Services Division is responsible for processing pay for all full-time, part-time and casual employees of the GNWT, including Departments, Health Authorities, Divisional Education Councils and the NWT Housing Corporation. The Division provides benefits administration for all GNWT employees in Headquarters. The Division provides advice, assistance and counseling to employees on pension, pension elections, employee benefits, and leaves, such as maternity and parental leave, education leave and deferred salary leave. Employee benefits also include medical and dental plans, and medical travel. The Division is the contact point for the day to day operation issues with Superannuation, the Public Service Health Care Plan (PSHCP), and Green Shield (the dental provider).

Employee Services provides support to the human resource service centres, Beaufort Delta, Dehcho, Fort Smith, Hay River, Sahtu and Tlicho, on a regular basis which includes Yellowknife staff travelling to the service centres to offer assistance.

Areas included in Employee Services are:

- Payroll;
- Benefits;
- Data Management; and
- Help Desk.

PAYROLL

Employee Services is responsible for the production of regular and extraordinary pay for all GNWT employees, from a centralized payroll office. The Payroll section is responsible for the reconciliation and remittance of payroll on a timely and accurate basis in compliance with Federal and Territorial legislation. This section is also responsible for the administration of the Canada Payroll Savings Plan and United Way contributions.

Employee Compensation

The GNWT provides its employees with a competitive salary. Approximately 17% of the average salary, is made up of paid leave, such as statutory holidays, annual leave, sick leave and special leave.

A variety of pension and healthcare benefits provide for retirement, disability, dental, health care and other insurance benefits. In addition, federally regulated programs such as Canada Pension Plan and Employment Insurance are available.

The GNWT also provides a northern allowance to compensate employees for reasonable differences in the cost of living between Yellowknife and other NWT communities. Medical travel assistance, financial assistance for relocation and ultimate removal, and professional development and training are also provided.

The Public Service Management Insurance Plan is available to excluded and senior management employees. This plan provides basic and supplementary life insurance (including dependants), and accidental death and dismemberment insurance.

Compensation

Employee Services is responsible for ensuring accurate and timely compensation and benefits including:

- Salary includes:
  - Regular pay;
  - Earned leave paid out such as annual, sick and special leave;
  - Retroactive pay; and
  - Responsibility pay (acting).

- Wages includes:
  - Bilingual Bonus/Language Allowance;
  - Call-back;
  - Bonuses (Excluded and Senior Management);
  - Miscellaneous including;
    - Allowances such as Instructor/Coordinator, Mentor, Nursing, Tool, and Uniform
  - Overtime/Lieu Time;
  - Shift Premium; and
  - Standby.

- General Allowances include:
  - Education Allowance - provides employees with a portion of their salary to support them while on education leave with pay.
  - Northern Allowance - compensates employees for reasonable differences in the cost of living between Yellowknife and other communities in the NWT and provides general transportation assistance.

- Pension and Health Care includes:
  - Canada Pension Plan;
  - Dental;
  - Disability Insurance;
  - Employee and Family Assistance Plan;
  - Employment Insurance;
  - Public Service Health Care Plan;
  - Public Service Management Insurance Plan;
  - Superannuation;
  - Supplementary Unemployment Benefits (Maternity/Parental/Adoption Leave); and
  - Workers Compensation Plan.

- Other Benefits include:
  - Medical Travel/Medivacs;
  - Professional Development/Training;
  - Removal In/Transfers;
  - Removal Out/Ultimate Removals; and
  - Severance Pay.

BENEFITS

Employee benefits are provided out of seven Human Resource Service Centres. While the Service Centre managers report to the Director of Management and Recruitment Services, they have a functional reporting relationship to the Director of Employee Services related to benefits administration. By delivering these services out of the Service Centres, the regional staff aims to respond more efficiently and effectively to clients' requests.

Pension and Group Benefits

The GNWT cost-shares with the employee contributions and premiums required for federally regulated income protection programs including the Canada Pension Plan and Employment Insurance. The GNWT fully funds Workers' Safety and Compensation Commission premiums.

The GNWT participates in benefit plans to supplement these federally regulated programs. Some of these plans include:

- The Federal Public Service Superannuation Plan, which provides employees with income after retirement;
- Disability Insurance (unionized employees) and Long-term Disability Insurance (non-unionized employees and senior managers), which provide up to 70% of salary to employees who become disabled and are unable to perform the duties of their position;
- Dental Plan under which the GNWT pays eligible dental services up to $1,000 a year per member;
- Public Service Health Care Plan, which provides coverage for specified services and products that are not covered under provincial/territorial health insurance plans; and
- Maternity and Parental leave.

Medical Travel/Removals

The GNWT provides its employees and their eligible dependants with Medical Travel Assistance to the nearest center where appropriate and necessary insured non-elective medical treatment is available.

Benefits/Leave Administration

Long term leave is administered by two Benefit Leave Officers, one located in the Yellowknife Service Centre and the other in the Fort Smith Service Centre. These positions are responsible for providing information to employees who wish to take a long term leave. Long term leave includes: maternity leave, parental leave, educational leave, deferred salary leave, relocation of spouse leave, disability leave, and sick leave. Employees are provided with all necessary information to ensure they receive their full entitlements based on the leave type for which they are applying.

DATA MANAGEMENT

The Data Management Section works closely with the Management and Recruitment Services Division and the Benefits and Pay Sections of Employee Services Division. This section is responsible for the entry and management of data for GNWT employees into the Government of the Northwest Territories' Human Resource Information System (HRIS).

Services are required to be provided in an accurate, consistent and timely manner in order to ensure that employees are being paid and receiving their benefits in accordance with the *Public Service Act*, Collective agreements, HR Manual, Manager and Excluded Handbooks, three insurance program guidelines as well as NWT and federal legislation.

The Data Management Section provides specialized data entry for all Department of Human Resources Service Centres including headquarters. This Section also provides leave administration for employees in four different employment groups including the Union of Northern Workers, Excluded Employees, Senior Management and the Northwest Territories Teachers Association.

HR Corrections

This unit ensures that employee information in the Human Resource Information Systems (HRIS) is accurate through the timely and appropriate correction of data.

Some changes in HRIS involve complex actions such as deleting history – an action that permanently removes the information from the PeopleSoft production environment. This is referred to as "correction". During 2008, this unit has processed approximately 5,767 data corrections.

HELPDESK

The Department of Human Resources (DHR) operates a Helpdesk that provides one stop service for inquiries related to human resources issues. The Helpdesk provides services to all government employees, external agencies and potential employees.

The HR Helpdesk receives approximately 500 inquires per week. All requests sent to the HR Helpdesk, through e-mail, are tracked from initial entry to resolution through an electronic system that provides a ticket number. Approximately 45% of these inquiries are resolved by the Helpdesk staff. All phone inquiries resulting in assistance from a specific section of DHR are also entered into the electronic system. Since June 29, 2007, approximately 33,000 inquiries have been logged into the Helpdesk tracking system.

During 2008, 11,812 inquiries came through the helpdesk by phone and 14,412 by email. Of these, a total of 15,613 were resolved by the helpdesk while 10,611 were given a ticket through the electronic system. At the end of 2008, 9,950 tickets had been resolved and closed, with 661 tickets remaining opened.

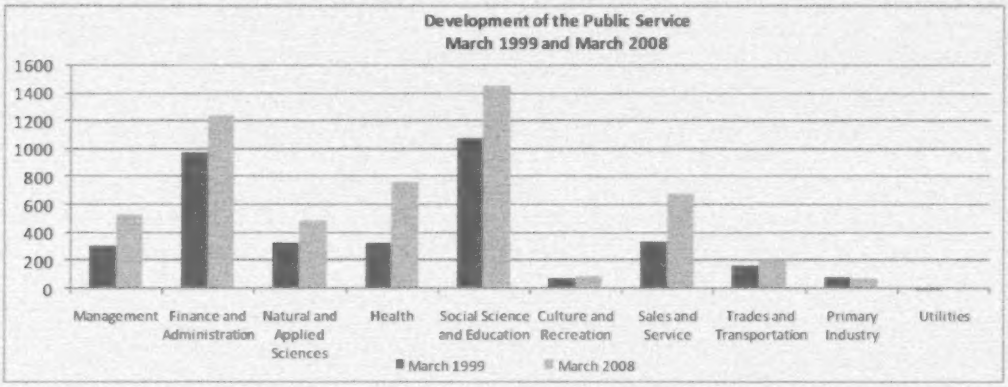
Occupational Categories

The GNWT assigns an occupational designation to each position based on the National Occupational Classification (NOC) system. This designation is then used to classify occupational data and compile, analyze and report information about occupations in the public service.

The public service is comprised of a wide range of jobs. Examples of the positions found within each occupational category include:

- **Management:** Deputy Minister, Program Director and Regional Superintendent.
- **Business, Finance and Administration**: Finance Officer, Human Resource Officer and office support staff.
- **Natural and Applied Sciences & Related Occupations**: Engineer, Biologist and Renewable Resources Officer.
- **Health Occupations**: Registered Nurse, Medical Lab Technician and Certified Nursing Assistant.
- **Occupations in Social Science, Education & Government Service and Religion**: Community Social Services Worker, Teacher, College Instructor, Legal Counsel and Economic Development Officer.
- **Occupations in Art, Culture, Recreation & Sport**: Librarian and Youth Worker.
- **Sales and Service**: Correctional Officer, Classroom Assistant and Custodial Worker.
- **Trades, Transport and Equipment Operators and Related Occupations**: Mechanic and Equipment Operator.
- **Occupations Unique to Primary Industry**: Fire Crew Member.
- **Manufacturing and Utilities**: Municipal Works Officer and Water Plant Operator.

As the graph below shows, at the time of division of the NWT in March 1999, there were 3,677 positions in the public service, by March 2008, there were 5,492 positions. This is an increase of 1,815 positions representing an average increase of 5.5% a year over nine years. The largest increase was in the Health occupations. The incorporation of the medical clinics into the public service and the creation of relief positions account for a major part of this increase.

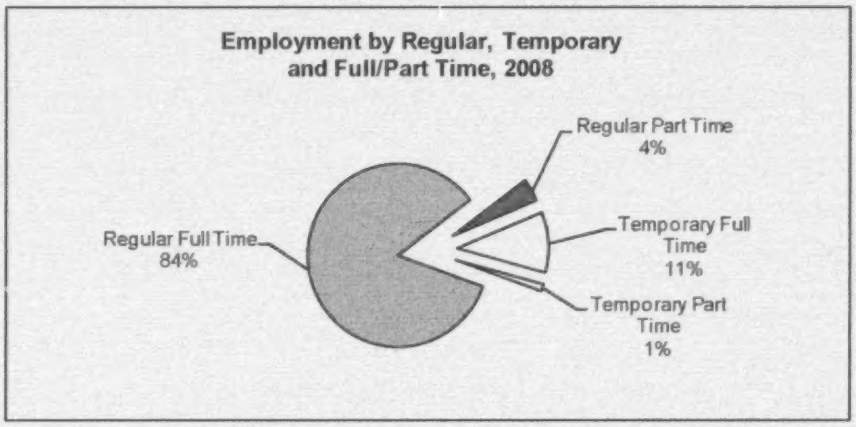


The occupational categories are used to indicate the general distribution of employees within the public service. This distribution is then broken down to show the occupational distribution of employees by gender, aboriginal status, average age, average salary and average length of territorial public service. This data may be used to monitor, track and compare workforce changes and trends that assist management in developing human resource policies and procedures to meet current and future needs.

Employment Type

Those hired as full-time employees work a standard work week of 37.5 or 40 hours. Part-time employment is work that is for less than a standard work week. Those hired for a regular (indeterminate) period of employment have no set termination date. Temporary (term) employment is for a specific period, at the end of which employment ends. The majority of employees are hired on a regular and full-time basis but arrangements such as job-sharing allow individuals to be hired on a regular and part-time basis in an effort to balance personal and work commitments. For the same reason, the GNWT will also consider an employee's request to work flexible or staggered hours between 07:00 and 18:00.

At the end of 2008, there were 4,572 employees. Of these, 4,027 of the GNWT public service were working on a regular basis, while 545 were working on a temporary basis. Also, 4,328 of the GNWT public service held full-time positions, while 244 held part-time positions.


Employment by Regular, Temporary and Full/Part Time, 2008
Regular Part Time 4%
Temporary Full Time 11%
Temporary Part Time 1%
Regular Full Time 84%

Relief workers are employees who work on an "as and when" required basis. They cover off unfilled shifts, often due to staff being on some type of leave (sick, special, annual, education, etc.) Of the 4,572 employees in the public service, 321 (7.0%) are relief. Also within the public service there were 125 (2.7%) employees who work only during certain times of the year as seasonal employees.

Inactive employees are employees that have gone on some type of leave (with or without pay) during the year such as education leave, maternity leave, disability leave, parental leave, etc. At the end of 2008, of the 4,572 employees in the public service there were 306 (6.7%) inactive employees.

Employee Retention

Employee retention is the measure of employees retained by the public service. In 2008, the employee retention rate was 84.7%.

Work Absence Rate

The work absence rate provides a measure of the average number of days employees are absent from work (with or without pay), due to illness, disability/injury, or personal/family responsibility for at least one half day, but less than a year. The work absence rate excludes absences such as annual, statutory holiday, bereavement/death in family, jury duty and for maternity/parental/adoption leave. In 2008, the work absence rate for the public service was 13.0 days per employee.

Composition of the Public Service

At the end of December 2008, there were 4,572 employees in the public service. Approximately 57% of employees were located in departments (including Aurora College and NWT Housing Corporation), with approximately 17% in the Divisional Education Councils and 26% in the Health and Social Services Authorities.

The majority of employees, about 86% were members of the UNW and the NWTTA. Excluded employees accounted for 10% of the public service, while senior management made up 4%.

Approximately 48% of employees were in employed in Headquarters and 52% were in the remaining five Regions.

The average employee was 44 years old, had a salary of $76,132 per year with 7.9 years of service.

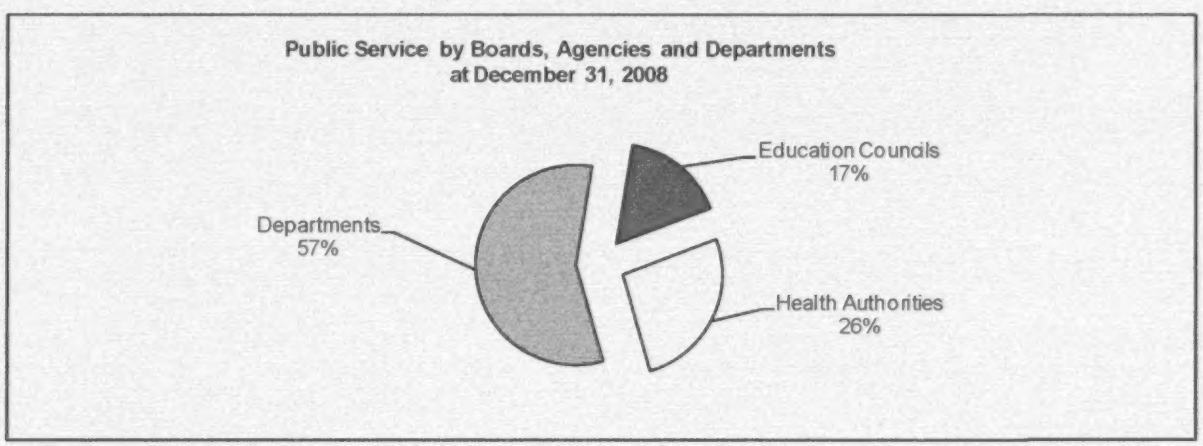
The average Indigenous Aboriginal employee was 44 years old, had a salary of $66,824 per year with 8.7 years of service.

The average Indigenous Non-Aboriginal employee was 42 years old, had a salary of $81,661 per year with 11.4 years of service.

The average Non-Aboriginal employee was 44 years old, had a salary of $80,058 per year with 6.8 years of service.

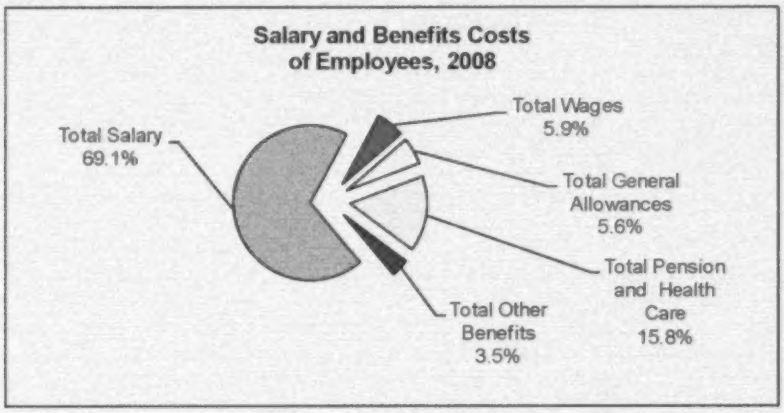
The average female employee was 43 years old, had a salary of $71,995 per year with 7.4 years of service.

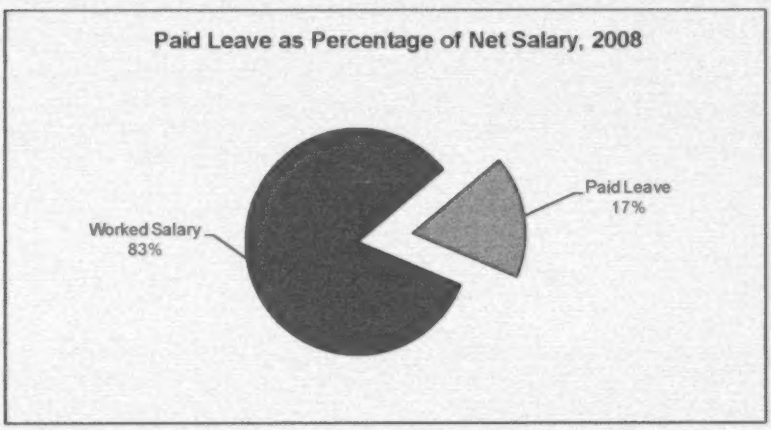
The average male employee was 45 years old, had a salary of $83,425 per year with 8.7 years of service.

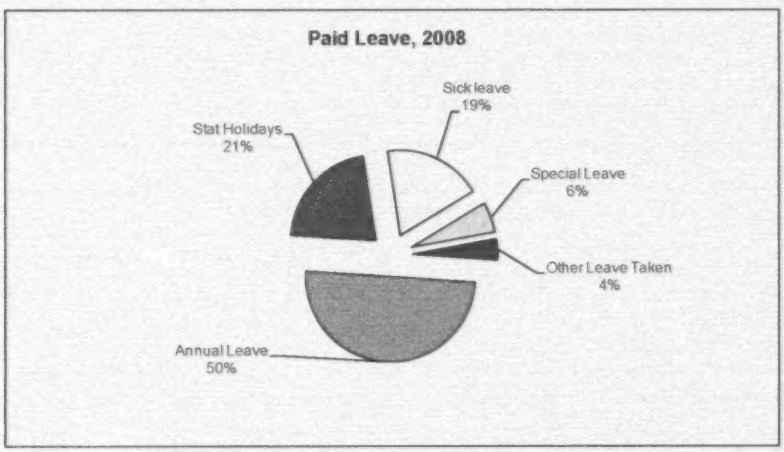


HUMAN RESOURCE COSTS

The cost of maintaining the GNWT public service is tracked for each calendar year. The Salary and Benefits Costs graph shows the breakdown of the Salary and Benefits costs for employees (including casuals). The Paid Leave as Percentage of Net Salary graph shows how much of the salary is worked and how much is paid leave. The Paid Leave graph shows the breakdown of the paid leave such as Annual, Statutory Holidays, Sick, Special and Other leave (includes maternity, parental, disability, and winter bonus leave, etc.)


Salary and Benefits Costs of Employees, 2008
Total Salary 69.1%
Total Wages 5.9%
Total General Allowances 5.6%
Total Pension and Health Care 15.8%
Total Other Benefits 3.5%





Salary and Benefit Costs of Employees

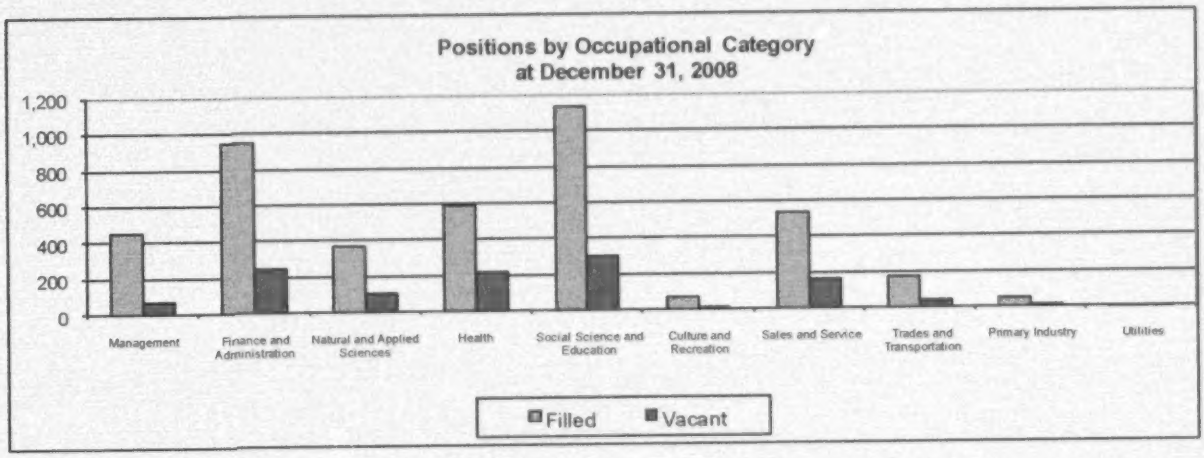
for year ended December 31, 2008

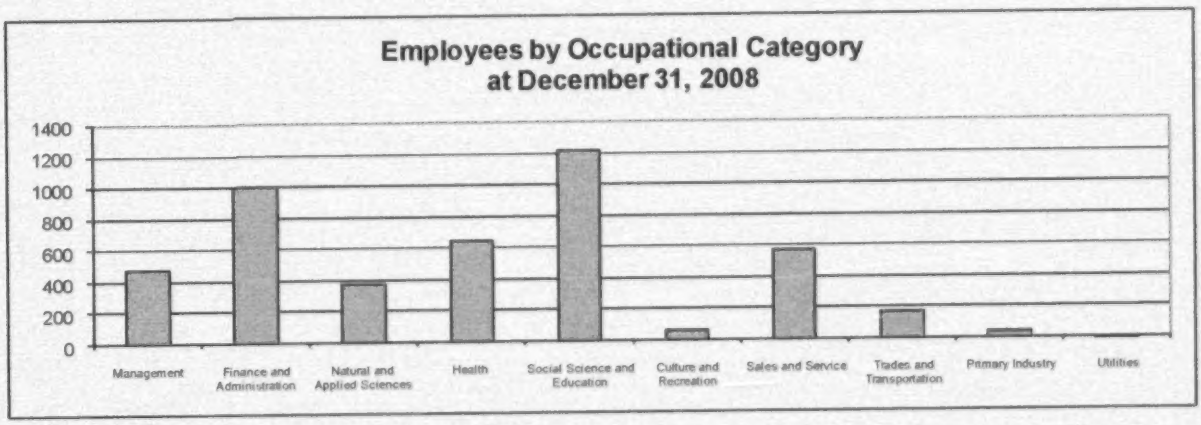
Costs	2008
Salary	$349,198,000.00
Total Salary	**$349,198,000.00**
Bilingual Bonus/Language Allowance	$513,000.00
Call-back	$2,723,000.00
Bonuses*	$793,000.00
Miscellaneous**	$3,684,000.00
Overtime	$16,958,000.00
Shift Premium	$1,414,000.00
Standby	$3,904,000.00
Total Wages	**$29,989,000.00**
Education Allowance	$1,240,000.00
Northern Allowance	$27,307,000.00
Total General Allowances	**$28,547,000.00**
Canadian Pension Plan	$10,637,000.00
Dental	$3,288,000.00
Disability Insurance	$4,052,000.00
Employee Family Assistance Program	$459,000.00
Employment Insurance	$4,707,000.00
Maternity/Parental/Adoption Leave	$4,297,000.00
Public Service Health Care Plan	$1,396,000.00
Public Service Management Insurance Plan	$45,852,000.00
Superannuation	$3,931,000.00
Worker's Compensation Plan	$1,442,000.00
Total Pension and Health Care	**$80,061,000.00**
Medical Travel Assistance	$5,499,000.00
Professional Development/Training	$5,824,000.00
Removal In/Transfer	$3,435,000.00
Removal Out/Ultimate	$121,000.00
Severance Pay	$4,519,000.00
Total Other Benefits	**$19,398,000.00**
Grand Total	**$507,193,000.00**

*Bonuses - Excluded and Senior Management

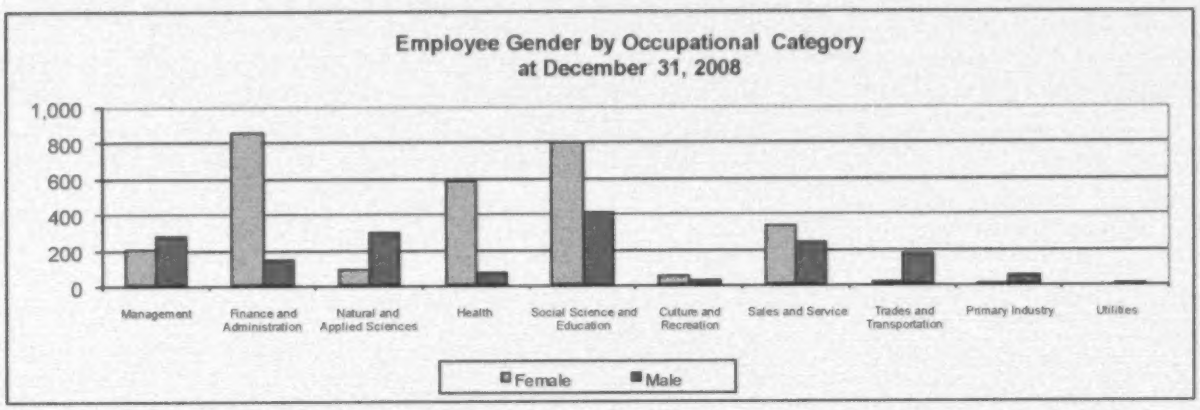
**Miscellaneous includes allowances such as Instructor/Co-ordinator, Mentor, Nursing, Tool, and Uniform

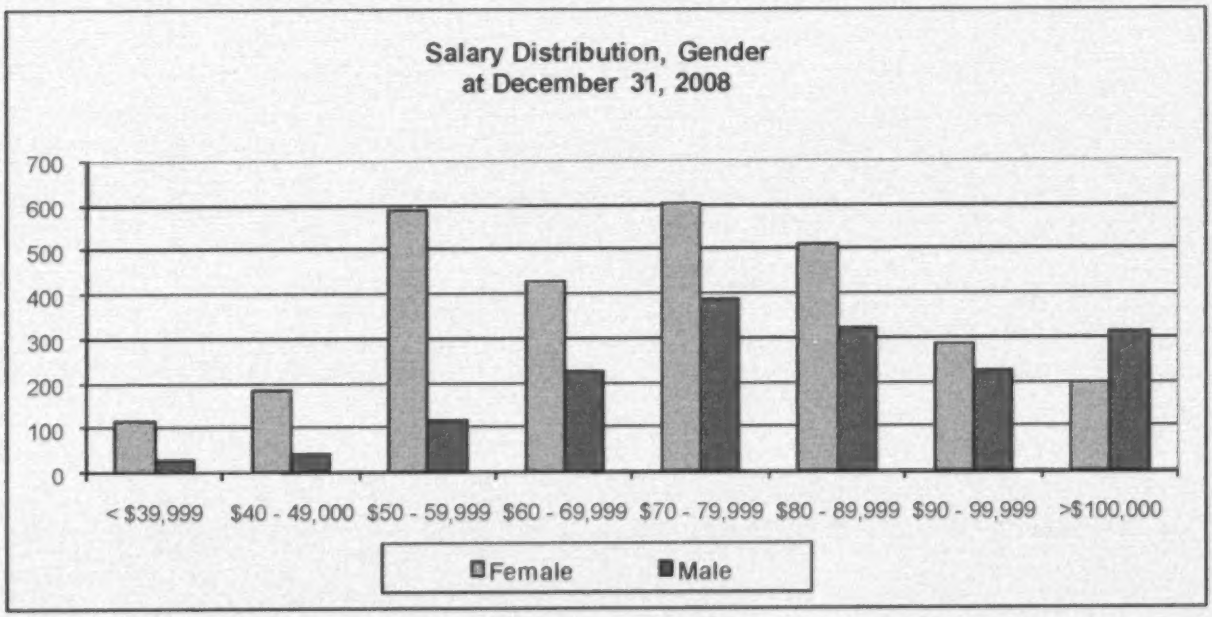
TABLES

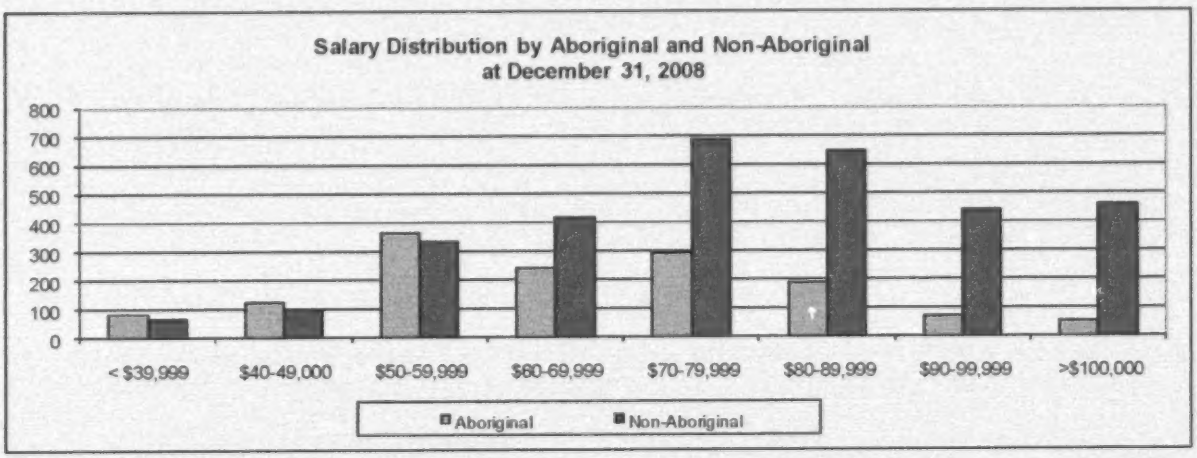

Positions by Occupational Category
at December 31, 2008
1,200
1,000
800
600
400
200
0
Management
Finance and Administration
Natural and Applied Sciences
Health
Social Science and Education
Culture and Recreation
Sales and Service
Trades and Transportation
Primary Industry
Utilities
Filled
Vacant

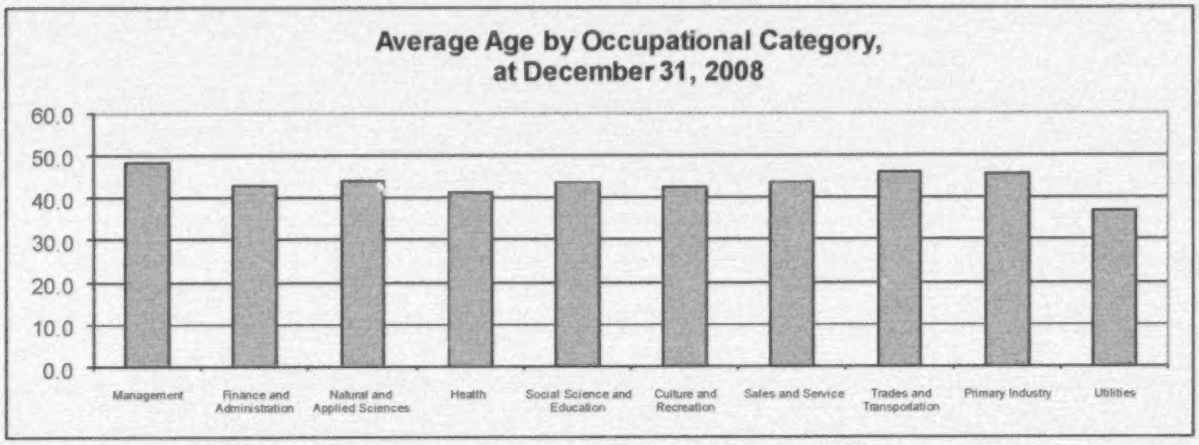

Employees by Occupational Category
at December 31, 2008
1400
1200
1000
800
600
400
200
0
Management
Finance and Administration
Natural and Applied Sciences
Health
Social Science and Education
Culture and Recreation
Sales and Service
Trades and Transportation
Primary Industry
Utilities

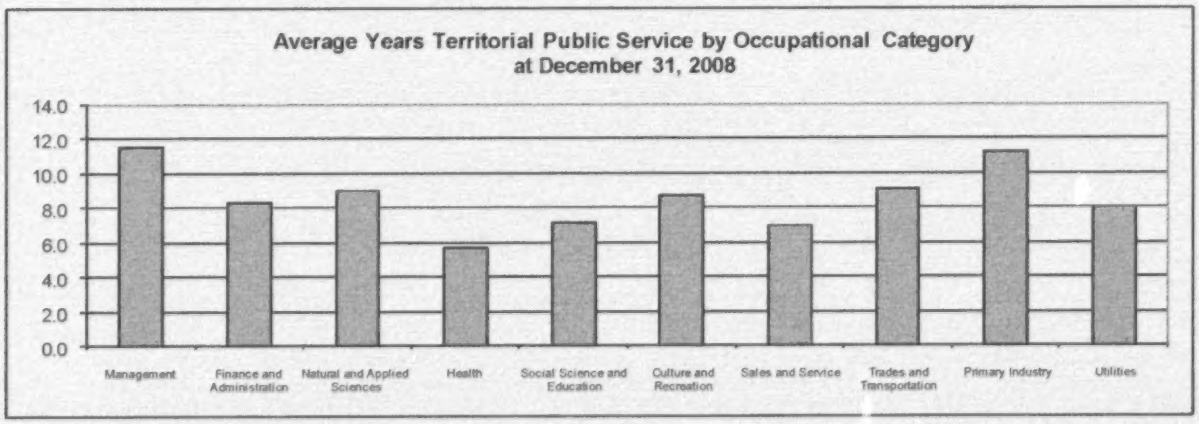
Indigenous Aboriginal Employment by Occupational Category
at December 31, 2008
1,000
800
600
400
200
0
Management
Finance and Administration
Natural and Applied Sciences
Health
Social Science and Education
Culture and Recreation
Sales and Service
Trades and Transportation
Primary Industry
Utilities
Indigenous Aboriginal
Non-Aboriginal

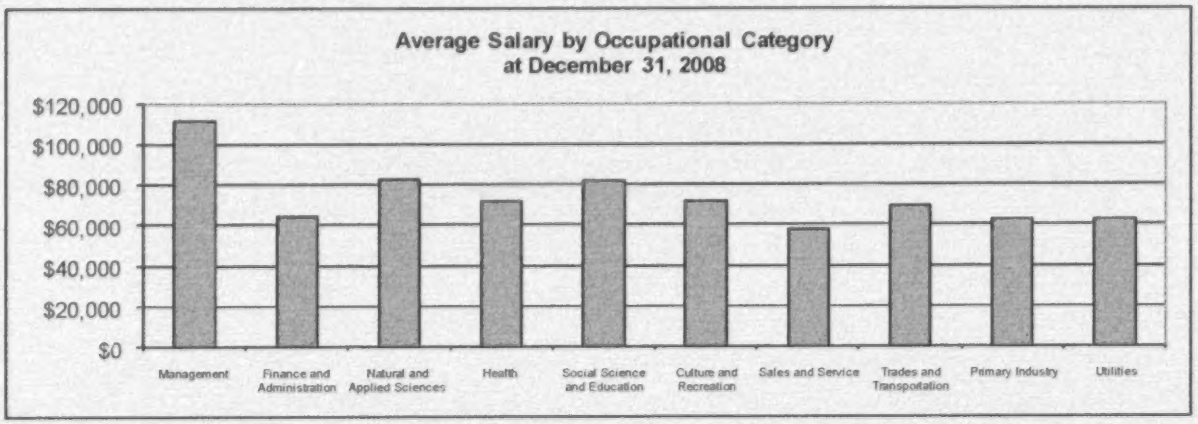

Employee Gender by Occupational Category
at December 31, 2008
1,000
800
600
400
200
0
Management
Finance and Administration
Natural and Applied Sciences
Health
Social Science and Education
Culture and Recreation
Sales and Service
Trades and Transportation
Primary Industry
Utilities
Female
Male

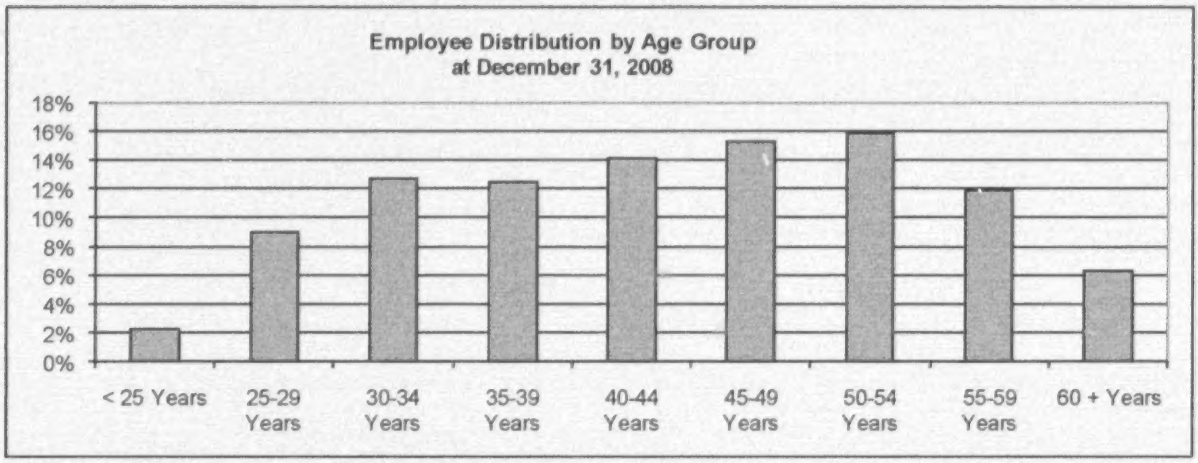

Salary Distribution, Gender
at December 31, 2008
700
600
500
400
300
200
100
0
< $39,999
$40 - 49,000
$50 - 59,999
$60 - 69,999
$70 - 79,999
$80 - 89,999
$90 - 99,999
>$100,000
Female
Male

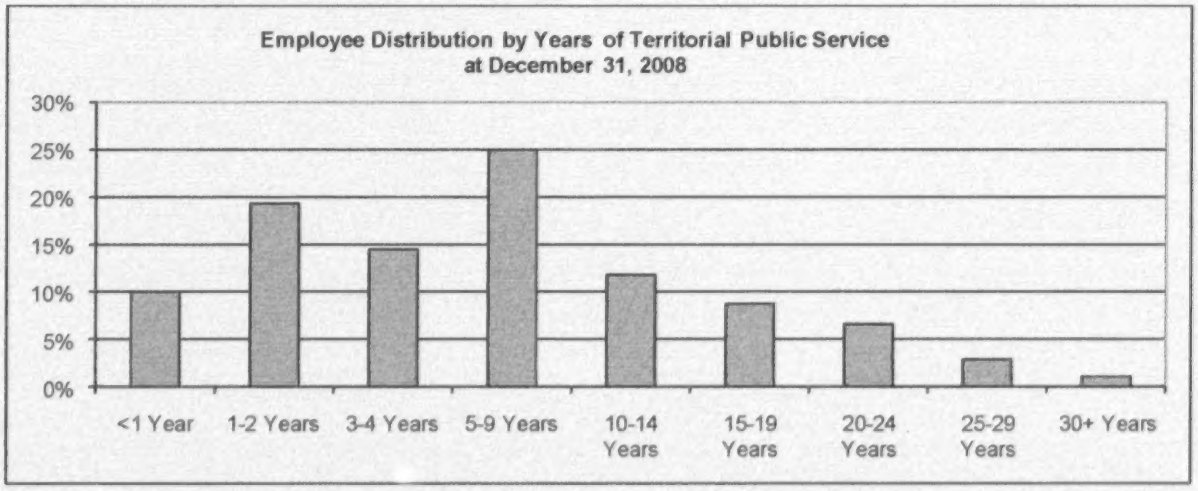

Salary Distribution by Aboriginal and Non-Aboriginal
at December 31, 2008
800
700
600
500
400
300
200
100
0
< $39,999
$40-49,000
$50-59,999
$60-69,999
$70-79,999
$80-89,999
$90-99,999
>$100,000
Aboriginal
Non-Aboriginal

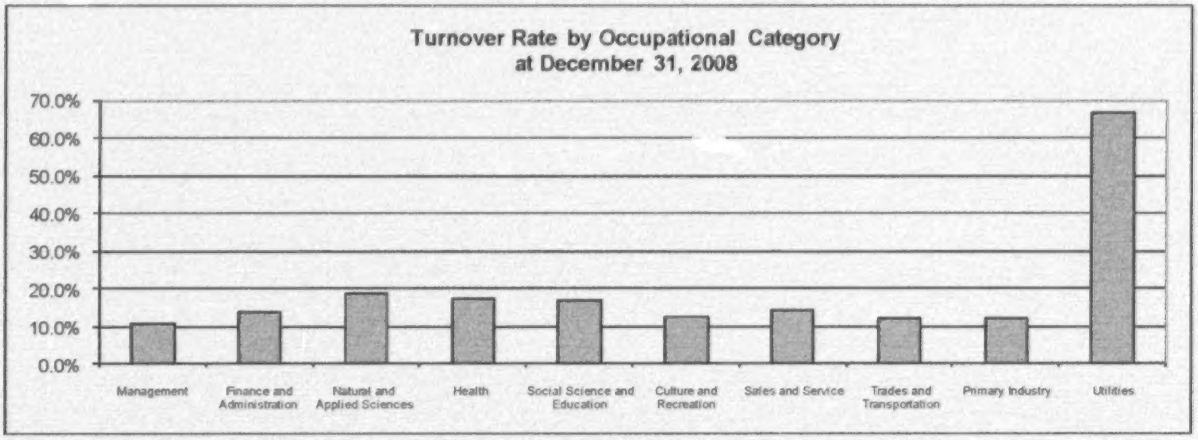

Average Age by Occupational Category,
at December 31, 2008
60.0
50.0
40.0
30.0
20.0
10.0
0.0
Management
Finance and Administration
Natural and Applied Sciences
Health
Social Science and Education
Culture and Recreation
Sales and Service
Trades and Transportation
Primary Industry
Utilities

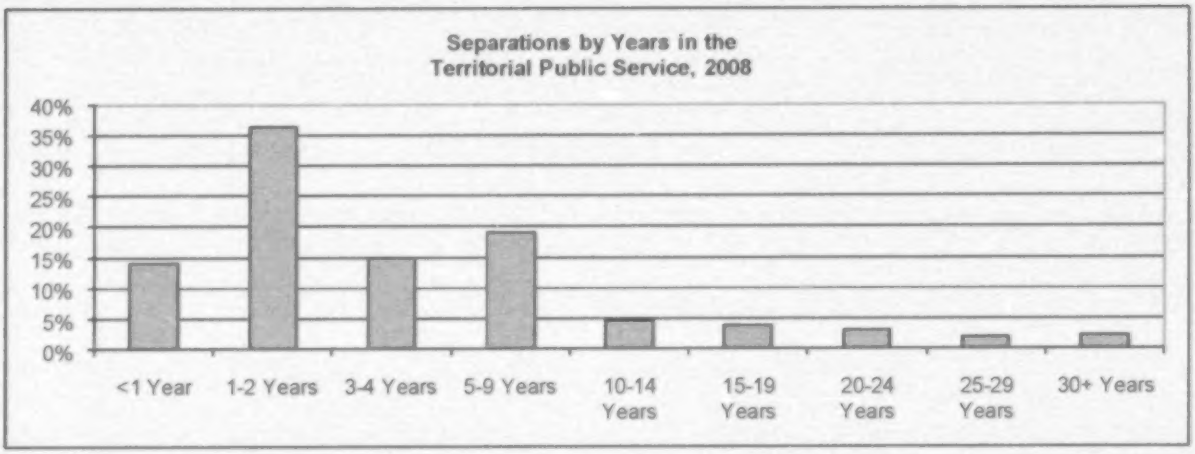

Average Years Territorial Public Service by Occupational Category
at December 31, 2008
14.0
12.0
10.0
8.0
6.0
4.0
2.0
0.0
Management
Finance and Administration
Natural and Applied Sciences
Health
Social Science and Education
Culture and Recreation
Sales and Service
Trades and Transportation
Primary Industry
Utilities

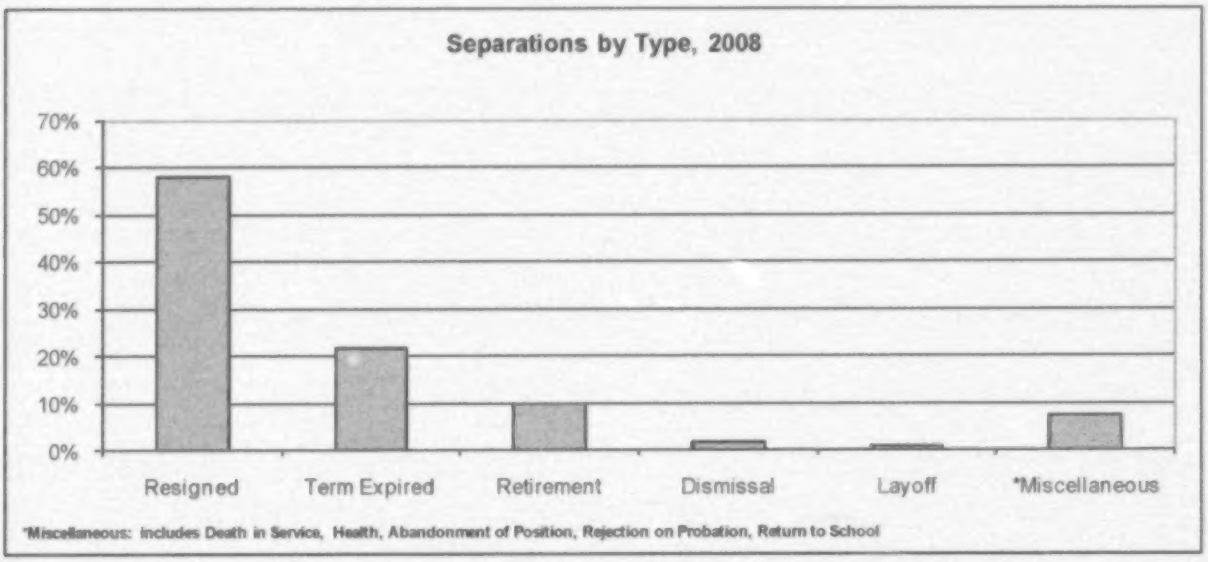

Average Salary by Occupational Category
at December 31, 2008
$120,000
$100,000
$80,000
$60,000
$40,000
$20,000
$0
Management
Finance and Administration
Natural and Applied Sciences
Health
Social Science and Education
Culture and Recreation
Sales and Service
Trades and Transportation
Primary Industry
Utilities

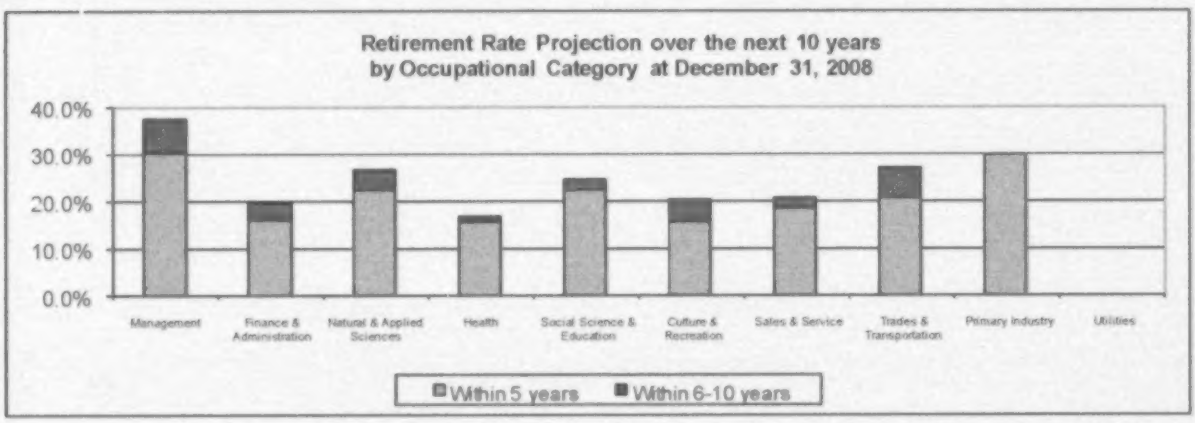

Employee Distribution by Age Group
at December 31, 2008
18%
16%
14%
12%
10%
8%
6%
4%
2%
0%
< 25 Years
25-29 Years
30-34 Years
35-39 Years
40-44 Years
45-49 Years
50-54 Years
55-59 Years
60 + Years


Employee Distribution by Years of Territorial Public Service
at December 31, 2008
30%
25%
20%
15%
10%
5%
0%
<1 Year
1-2 Years
3-4 Years
5-9 Years
10-14 Years
15-19 Years
20-24 Years
25-29 Years
30+ Years


Turnover Rate by Occupational Category
at December 31, 2008
70.0%
60.0%
50.0%
40.0%
30.0%
20.0%
10.0%
0.0%
Management
Finance and Administration
Natural and Applied Sciences
Health
Social Science and Education
Culture and Recreation
Sales and Service
Trades and Transportation
Primary Industry
Utilities


Separations by Years in the
Territorial Public Service, 2008
40%
35%
30%
25%
20%
15%
10%
5%
0%
<1 Year
1-2 Years
3-4 Years
5-9 Years
10-14 Years
15-19 Years
20-24 Years
25-29 Years
30+ Years


Separations by Type, 2008
70%
60%
50%
40%
30%
20%
10%
0%
Resigned
Term Expired
Retirement
Dismissal
Layoff
*Miscellaneous
*Miscellaneous: includes Death in Service, Health, Abandonment of Position, Rejection on Probation, Return to School


Retirement Rate Projection over the next 10 years
by Occupational Category at December 31, 2008
40.0%
30.0%
20.0%
10.0%
0.0%
Management
Finance & Administration
Natural & Applied Sciences
Health
Social Science & Education
Culture & Recreation
Sales & Service
Trades & Transportation
Primary Industry
Utilities
Within 5 years
Within 6-10 years

Indigenous Aboriginal Employee Distribution by Community
at December 31, 2008

	2008			
Community/Region	**Total Employees**	**Indigenous Aboriginal Employees**	**Non-Aboriginal Employees**	**% Indigenous Aboriginal Employees**
Detah	1	-	1	-
Lutselk'e	21	6	15	29%
Yellowknife	2,171	349	1,822	16%
Headquarters/North Slave	**2,193**	**355**	**1,838**	**16%**
Aklavik	51	24	27	47%
Fort McPherson	58	28	30	48%
Inuvik	491	158	333	32%
Paulatuk	22	8	14	36%
Sachs Harbour	8	2	6	25%
Tsiigehtchic	10	5	5	50%
Tuktoyaktuk	41	17	24	41%
Ulukhaktok	26	9	17	35%
Beaufort Delta Region	**707**	**251**	**456**	**36%**
Fort Liard	45	22	23	49%
Fort Providence	65	41	24	63%
Fort Simpson	212	108	104	51%
Hay River Reserve	21	10	11	48%
Jean Marie River	2	1	1	50%
Kakisa	2	-	2	-
Nahanni Butte	5	3	2	60%
Trout Lake	12	11	1	92%
Wrigley	11	9	2	82%
Dehcho Region	**375**	**205**	**170**	**55%**
Enterprise	14	3	11	21%
Fort Resolution	44	27	17	61%
Fort Smith	494	243	251	49%
Hay River	287	119	168	41%
Fort Smith Region	**839**	**392**	**447**	**47%**
Colville Lake	12	5	7	42%
Deline	42	26	16	62%
Fort Good Hope	40	19	21	48%
Norman Wells	113	32	81	28%
Tulita	36	16	20	44%
Sahtu Region	**243**	**98**	**145**	**40%**
Behchoko	169	100	69	59%
Gamèti	12	6	6	50%
Wekweèti	7	3	4	43%
Whati	27	11	16	41%
Tlicho Region	**215**	**120**	**96**	**56%**
Total GNWT	**4,572**	**1,421**	**3,151**	**31%**

Indigenous Aboriginal Employment at December 31, 2008

	2008						
Department/Council/Authority	**Total Employees**	**Indigenous Aboriginal Employees**	**% Indigenous Aboriginal Employees**	**Indigenous Non-Aboriginal Employees**	**% Indigenous Non-Aboriginal Employees**	**Non-Aboriginal Employees**	**% Non-Aboriginal Employees**
Aboriginal Affairs and Intergovermental Relations	37	9	24%	7	19%	21	57%
Aurora College	206	62	30%	12	6%	132	64%
Education, Culture and Employment	212	81	38%	30	14%	101	48%
Environment and Natural Resources	254	129	51%	39	15%	86	34%
Executive	63	12	19%	14	22%	37	59%
Finance	39	9	23%	7	18%	23	59%
Financial Management Board Secretariat	62	15	24%	13	21%	34	55%
Health and Social Services	130	23	18%	21	16%	86	66%
Human Resources	168	60	36%	47	28%	61	36%
Industry, Tourism and Investment	169	51	30%	33	20%	85	50%
Justice	516	158	31%	80	16%	278	54%
Legislative Assembly	26	5	19%	6	23%	15	58%
Municipal and Community Affairs	121	39	32%	31	26%	51	42%
Northwest Territories Housing Corporation	95	33	35%	14	15%	48	51%
Public Works and Services	237	75	32%	34	14%	128	54%
Transportation	271	100	37%	56	21%	115	42%
Total for Departments and Agencies	2,606	861	33%	444	17%	1,301	50%
Beaufort Delta Divisional Education Council	203	59	29%	4	2%	140	69%
Commission Scolaire Francophone de Division	31	-	-	-	-	31	100%
Dehcho Divisional Education Council	107	46	43%	3	3%	58	54%
Sahtu Divisional Education Council	107	37	35%	-	-	70	65%
South Slave Divisional Education Council	200	62	31%	20	10%	118	59%
Tłįcho Community Services Agency - Education	116	56	48%	0	0%	60	52%
Total for Education Councils	764	260	34%	27	4%	477	62%
Beaufort Delta Health and Social Services Authority	220	55	25%	0	0%	165	75%
Dehcho Health and Social Services Authority	85	42	49%	2	2%	41	48%
Fort Smith Health and Social Services Authority	127	62	49%	5	4%	60	47%
Sahtu Health and Social Services Authority	65	27	42%	-	-	38	58%
Stanton Territorial Health Authority	474	49	10%	46	10%	379	80%
Tłįcho Community Services Agency - Health	76	47	62%	-	-	29	38%
Yellowknife Health and Social Services Authority	155	18	12%	11	7%	126	81%
Total for Health and Social Services Authorities	1,202	300	25%	64	5%	838	70%
Total of Public Service	**4,572**	**1,421**	**31%**	**535**	**12%**	**2,616**	**57%**

	2008						
Region	**Total Employees**	**Indigenous Aboriginal Employees**	**% Indigenous Aboriginal Employees**	**Indigenous Non-Aboriginal Employees**	**% Indigenous Non-Aboriginal Employees**	**Non-Aboriginal Employees**	**% Non-Aboriginal Employees**
Headquarters/North Slave	2,193	355	16%	408	19%	1,430	65%
Beaufort Delta Region	707	251	36%	14	2%	442	63%
Dehcho Region	375	205	55%	19	5%	151	40%
Fort Smith Region	839	392	47%	89	11%	358	43%
Sahtu Region	243	98	40%	3	1%	142	58%
Tłįcho Region	215	120	56%	2	1%	93	43%
Total	**4,572**	**1,421**	**31%**	**535**	**12%**	**2,616**	**57%**

Indigenous Aboriginals in Senior Management at December 31, 2008

	2008						
Department/Council/Authority	Total Senior Management Employees	Indigenous Aboriginals in Senior Management	% Indigenous Aboriginals in Senior Management	Indigenous Non-Aboriginals in Senior Management	% Indigenous Aboriginals in Senior Management	Non-Aboriginals in Senior Management	% Indigenous Aboriginals in Senior Management
Aboriginal Affairs and Intergovernmental Relations	7	-	-	3	43%	4	57%
Aurora College	6	1	17%	-	-	5	83%
Education, Culture and Employment	14	5	36%	2	14%	7	50%
Environment and Natural Resources	12	4	33%	4	33%	4	33%
Executive	14	1	7%	2	14%	11	79%
Finance	5	1	20%	1	20%	3	60%
Financial Management Board Secretariat	6	-	-	2	33%	4	67%
Health and Social Services	10	1	10%	2	20%	7	70%
Human Resources	6	1	17%	4	67%	1	17%
Industry, Tourism and Investment	19	1	5%	6	32%	12	63%
Justice	11	1	9%	2	18%	8	73%
Legislative Assembly	6	1	17%	2	33%	3	50%
Municipal and Community Affairs	14	4	29%	2	14%	8	57%
Northwest Territories Housing Corporation	7	4	57%	1	14%	2	29%
Public Works and Services	8	-	-	3	38%	5	63%
Transportation	12	1	8%	2	17%	9	75%
Total for Departments	157	26	17%	38	24%	93	59%
Beaufort Delta Divisional Education Council	2	-	-	-	-	2	100%
Commission Scolaire Francophone de Division	-	-	-	-	-	-	-
Dehcho Divisional Education Council	-	-	-	-	-	-	-
Sahtu Divisional Education Council	1	-	-	-	-	1	100%
South Slave Divisional Education Council	1	-	-	-	-	1	100%
Tłı̨cho Community Services Agency - Education	1	1	100%	-	-	-	-
Total for Education Councils	5	1	20%	-	-	4	80%
Beaufort Delta Health and Social Services Authority	4	-	-	-	-	4	100%
Dehcho Health and Social Services Authority	2	1	50%	1	50%	-	-
Fort Smith Health and Social Services Authority	1	1	100%	-	-	-	-
Sahtu Health and Social Services Authority	2	-	-	-	-	2	100%
Stanton Territorial Health Authority	3	-	-	1	33%	2	67%
Tłı̨cho Community Services Agency - Health	2	-	-	-	-	2	100%
Yellowknife Health and Social Services Authority	5	-	-	-	-	5	100%
Total for Health and Social Services Authorities	19	2	11%	2	11%	15	79%
Total of Public Service	181	29	16%	40	22%	112	62%

	2008						
Region	Total Senior Management Employees	Indigenous Aboriginals in Senior Management	% Indigenous Aboriginals in Senior Management	Indigenous Non-Aboriginals in Senior Management	% Indigenous Aboriginals in Senior Management	Non-Aboriginals in Senior Management	% Indigenous Aboriginals in Senior Management
Headquarters/North Slave	132	14	11%	32	24%	86	65%
Beaufort Delta Region	18	3	17%	-	-	15	83%
Dehcho Region	6	4	67%	2	33%	-	-
Fort Smith Region	16	6	38%	5	31%	5	31%
Sahtu Region	6	1	17%	1	17%	4	67%
Tłı̨cho Region	3	1	33%	-	-	2	67%
Total	181	29	16%	40	22%	112	62%

Women in Senior Management at December 31, 2008

	2008				
Department/Council/Authority	**Total Senior Management Employees**	**Number of Women in Senior Management**	**% of Women in Senior Management**	**Number of Men in Senior Management**	**% of Men in Senior Management**
Aboriginal Affairs and Intergovermental Relations	7	2	29%	5	71%
Aurora College	6	3	50%	3	50%
Education, Culture and Employment	14	9	64%	5	36%
Environment and Natural Resources	12	3	25%	9	75%
Executive	14	2	14%	12	86%
Finance	5	1	20%	4	80%
Financial Management Board Secretariat	6	1	17%	5	83%
Health and Social Services	10	4	40%	6	60%
Human Resources	6	5	83%	1	17%
Industry, Tourism and Investment	19	4	21%	15	79%
Justice	11	7	64%	4	36%
Legislative Assembly	6	2	33%	4	67%
Municipal and Community Affairs	14	6	43%	8	57%
Northwest Territories Housing Corporation	7	1	14%	6	86%
Public Works and Services	8	-	-	8	100%
Transportation	12	-	-	12	100%
Total for Departments and Agencies	157	50	32%	107	68%
Beaufort Delta Divisional Education Council	2	1	50%	1	50%
Commission Scolaire Francophone de Division	-	-	-	-	-
Dehcho Divisional Education Council	-	-	-	-	-
Sahtu Divisional Education Council	1	-	-	1	100%
South Slave Divisional Education Council	1	-	-	1	100%
Tlicho Community Services Agency - Education	1	1	100%	-	-
Total for Education Councils	5	2	40%	3	60%
Beaufort Delta Health and Social Services Authority	4	4	100%	-	-
Dehcho Health and Social Services Authority	2	2	100%		-
Fort Smith Health and Social Services Authority	1	-	-	1	100%
Sahtu Health and Social Services Authority	2	-	-	2	100%
Stanton Territorial Health Authority	3	2	67%	1	33%
Tlicho Community Services Agency - Health	2	1	50%	1	50%
Yellowknife Health and Social Services Authority	5	2	40%	3	60%
Total for Health and Social Services Authorities	19	11	58%	8	42%
Total of Public Service	181	63	35%	118	65%

	2008				
Region	**Total Senior Management Employees**	**Number of Women in Senior Management**	**% of Women in Senior Management**	**Number of Men in Senior Management**	**% of Men in Senior Management**
Headquarters/North Slave	132	44	33%	88	67%
Beaufort Delta Region	18	10	56%	8	44%
Dehcho Region	6	3	50%	3	50%
Fort Smith Region	16	4	25%	12	75%
Sahtu Region	6		-	6	100%
Tlicho Region	3	2	67%	1	33%
Total	181	63	35%	118	65%

Women in Non-Traditional Occupations at December 31, 2008

	2008				
Department/Council/Authority	**Employees in Non-Traditional Occupations**	**Women in Non-Traditional Occupations**	**% of Women in Non-Traditional Occupations**	**Men in Non-Traditional Occupations**	**% of Men in Non-Traditional Occupations**
Aboriginal Affairs and Intergovermental Relations	-	-	-	-	-
Aurora College	9	2	22%	7	78%
Education, Culture and Employment	3	1	33%	2	67%
Environment and Natural Resources	121	18	15%	103	85%
Executive	-	-	-	-	-
Finance	3		-	3	100%
Financial Management Board Secretariat	11	4	36%	7	64%
Health and Social Services	4	1	25%	3	75%
Human Resources	4	2	50%	2	50%
Industry, Tourism and Investment	7	2	29%	5	71%
Justice	4	1	25%	3	75%
Legislative Assembly	1		-	1	100%
Municipal and Community Affairs	12	2	17%	10	83%
Northwest Territories Housing Corporation	17	2	12%	15	88%
Public Works and Services	106	10	9%	96	91%
Transportation	130	7	5%	123	95%
Total for Departments and Agencies	432	52	12%	380	88%
Beaufort Delta Divisional Education Council	1	-	-	1	100%
Commission Scolaire Francophone de Division	-	-	-	-	-
Dehcho Divisional Education Council	1	-	-	1	100%
Sahtu Divisional Education Council	-	-	-	-	-
South Slave Divisional Education Council	-	-	-	-	-
Tlicho Community Services Agency - Education	1	-	-	1	100%
Total for Education Councils	3	0	0%	3	100%
Beaufort Delta Health and Social Services Authority	4	2	50%	2	50%
Dehcho Health and Social Services Authority	1	-	-	1	100%
Fort Smith Health and Social Services Authority	1	-	-	1	100%
Sahtu Health and Social Services Authority	-	-	-	-	-
Stanton Territorial Health Authority	12	2	17%	10	83%
Tlicho Community Services Agency - Health	2	1	50%	1	50%
Yellowknife Health and Social Services Authority	2		0%	2	100%
Total for Health and Social Services Authorities	22	5	23%	17	77%
Total of Public Service	**457**	**57**	**12%**	**400**	**88%**

	2008				
Region	**Employees in Non-Traditional Occupations**	**Women in Non-Traditional Occupations**	**% of Women in Non-Traditional Occupations**	**Men in Non-Traditional Occupations**	**% of Men in Non-Traditional Occupations**
Headquarters/North Slave	184	29	16%	155	16%
Beaufort Delta Region	70	14	20%	56	20%
Dehcho Region	72	4	6%	68	6%
Fort Smith Region	96	8	8%	88	8%
Sahtu Region	22	1	5%	21	5%
Tlicho Region	13	1	8%	12	8%
Total	**457**	**57**	**12%**	**400**	**88%**

Persons with Self-Declared Disabilities as at December 31, 2008

	2008		
Department/Council/Authority	**Total Employees**	**Persons with Self-Declared Disabilities**	**% of Persons with Self-Declared Disabilites**
Aboriginal Affairs and Intergovernmental Relations	37	-	-
Aurora College	206	1	0.5%
Education, Culture and Employment	212	1	0.5%
Environment and Natural Resources	254	1	0.4%
Executive	63	-	-
Finance	39	1	2.6%
Financial Management Board Secretariat	62	-	-
Health and Social Services	130	1	0.8%
Human Resources	168	2	1.2%
Industry, Tourism and Investment	169	-	-
Justice	516	3	0.6%
Legislative Assembly	26	-	-
Municipal and Community Affairs	121	-	-
Northwest Territories Housing Corporation	95	2	2.1%
Public Works and Services	237	4	1.7%
Transportation	271	1	0.4%
Total for Departments	2,606	17	0.7%
Beaufort Delta Divisional Education Council	203	-	-
Commission Scolaire Francophone de Division	31	-	-
Dehcho Divisional Education Council	107	-	-
Sahtu Divisional Education Council	107	-	-
South Slave Divisional Education Council	200	-	-
Tłı̨cho Community Services Agency - Education	116	-	-
Total for Education Councils	764	0	0.0%
Beaufort Delta Health and Social Services Authority	220	-	-
Dehcho Health and Social Services Authority	85	-	-
Fort Smith Health and Social Services Authority	127	1	0.8%
Sahtu Health and Social Services Authority	65	-	-
Stanton Territorial Health Authority	474	2	0.4%
Tłı̨cho Community Services Agency - Health	76	-	-
Yellowknife Health and Social Services Authority	155	-	-
Total for Health and Social Services Authorities	1,202	3	0.2%
Total of Public Service	4,572	20	0.4%

	2008		
Region	**Total Employees**	**Persons with Self-Declared Disabilities**	**% of Persons with Self-Declared Disabilites**
Headquarters/North Slave Region	2,193	13	0.6%
Beaufort Delta Region	707	2	0.3%
Dehcho Region	375	2	0.5%
Fort Smith Region	839	3	0.4%
Sahtu Region	243	-	-
Tłı̨cho Region	215	-	-
Total	4,572	20	0.4%

Employee Turnover as at December 31, 2008

	2008
Department/Council/Authority	**Percentage Turnover**
Aboriginal Affairs and Intergovermental Relations	9.8%
Aurora College	21.1%
Education, Culture and Employment	10.8%
Environment and Natural Resources	13.0%
Executive	20.3%
Finance	16.7%
Financial Management Board Secretariat	14.5%
Health and Social Services	12.2%
Human Resources	18.7%
Industry, Tourism and Investment	17.1%
Justice	12.2%
Legislative Assembly	11.8%
Municipal and Community Affairs	12.4%
Northwest Territories Housing Corporation	19.1%
Public Works and Services	9.2%
Transportation	19.0%
Beaufort Delta Divisional Education Council	16.9%
Commission Scolaire Francophone de Division	18.2%
Dehcho Divisional Education Council	14.1%
Sahtu Divisional Education Council	14.7%
South Slave Divisional Education Council	9.3%
Tłįcho Community Services Agency - Education	14.5%
Beaufort Delta Health and Social Services Authority	21.9%
Dehcho Health and Social Services Authority	12.3%
Fort Smith Health and Social Services Authority	22.9%
Sahtu Health and Social Services Authority	16.9%
Stanton Territorial Health Authority	15.6%
Tłįcho Community Services Agency - Health	13.9%
Yellowknife Health and Social Services Authority	17.6%
Overal Average	**15.3%**

	2008
Region	**Percentage Turnover**
Headquarters/North Slave Region	14.3%
Beaufort Delta Region	18.1%
Dehcho Region	17.6%
Fort Smith Region	14.0%
Sahtu Region	16.3%
Tłįcho Region	15.7%
Overall Average	**15.3%**